



Research Article

# The Effect of Working from Home on Employee Performance with Organizational Commitment as a Moderating Variable

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**Abstract:** Working from home can improve employee performance but also pose challenges for employees. Employees who work from home will avoid distractions at the office, have a better work-life balance and avoid office politics. But on the other hand, working from home can also increase stress in employees due to the increase in video conferences compared to face-to-face meetings felt by employees, so that high organizational commitment is needed so that employees can continue to face existing challenges and maintain their performance. This study aims to determine the effect of working from home on employee performance with organizational commitment as a moderating variable in Indonesia. The method used in this research is quantitative method with purposive sampling technique. The total respondents in this study were 240 respondents from all over Indonesia. For hypothesis testing, the moderated regression test using Moderated Regression Analysis (MRA) by Hayes and t test were used. The results showed that working from home has a positive and significant effect on employee performance. Other results show that organizational commitment does not moderate the positive effect of working from home on employee performance. Therefore, companies can create monthly evaluation activities, performance support systems and involve employees in every process of formulating company policies. Therefore, companies can create monthly evaluation activities, performance support systems and involve employees in every process of formulating company policies.

**Keywords:** Employee Performance; Organizational Commitment; Working from Home.

## 1. Introduction

The rapid advancement of globalization has significantly intensified competition in the contemporary workplace. This phenomenon compels organizations across sectors to continuously adapt to technological developments in order to remain relevant and competitive. An organization, as conceptualized by Setiono and Sustiyatik (2020), functions as a system comprising various interrelated components or subsystems. Within this complex structure, human capital—commonly referred to as human resources (HR)—emerges as one of the most vital assets. HR serves a pivotal role in the attainment of organizational goals, functioning as the fundamental element that transforms organizational inputs into outputs in the form of goods and services (Setiono & Sustiyatik, 2020). In this context, it becomes imperative for organizations to prioritize the effective management of human resources to optimize employee productivity and ensure the sustainability of the enterprise.

Among the strategies deemed essential in maximizing human resource potential is the enhancement of employees' organizational commitment. Organizational commitment is broadly defined as the degree to which an employee identifies with their organization and aligns with its overarching goals and values (Alfalla-Luque et al., 2015). This form of commitment encompasses three primary components, as outlined by Nasab and Afshari (2019): (1) the enthusiasm to work diligently for the benefit of the organization, (2) a firm belief in the legitimacy and importance of the organization's goals, and (3) a willingness to remain an active member of the organization over the long term. Employees exhibiting a high level of organizational commitment often express pride in their workplace and display increased motivation, which translates into enhanced performance outcomes (Alfalla-Luque

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et al., 2015; Padave et al., 2023). In fact, employee performance is widely recognized as a critical determinant in the overall success or failure of any organization (Nasab & Afshari, 2019). However, the widespread transition to remote work systems in recent years has presented novel challenges in sustaining employee performance, thereby necessitating further inquiry into the role of organizational commitment in this evolving work environment (Troll et al., 2022).

In the Indonesian context, numerous companies have adopted flexible work arrangements, including the implementation of work-from-home (WFH) models. Although empirical studies confirm that transitioning from office-based to home-based work environments can exert a profound impact on employees, many organizations continue to embrace WFH as a viable operational model. Research conducted by Qu and Yan (2023) suggests that WFH policies had been introduced well before the onset of the COVID-19 pandemic and had already gained traction as a growing trend in modern work culture. The WFH system offers multiple benefits, including enhanced productivity, minimized workplace distractions, and improved opportunities for achieving a work-life balance (Qu & Yan, 2023). Nonetheless, these advantages are accompanied by certain drawbacks. For instance, Chi et al. (2021) highlight that WFH can lead to heightened fatigue among employees and may increase their intention to leave the organization.

Furthermore, remote work arrangements often blur the boundaries between professional and personal life, posing significant difficulties for employees in managing their responsibilities both at work and within the family domain (Suhariadi et al., 2023). Conversely, WFH is also associated with cost savings for employees, as well as greater autonomy and flexibility in decision-making processes (Enaifoghe & Zenzile, 2023). Despite these benefits, employee satisfaction with the WFH system does not always correlate positively with overall job satisfaction, indicating that remote work may not universally enhance employee well-being (Wood et al., 2022). Notably, Barbour et al. (2021) found that approximately 50% of respondents who began working from home during the pandemic expressed a willingness to continue doing so even after the pandemic subsides.

These mixed responses are further reflected in empirical studies assessing the impact of WFH on employee performance. On one hand, research by Wolor et al. (2021) and Qu and Yan (2023) suggests that WFH can lead to improvements in employee discipline and the quality of work output. On the other hand, studies by Lippe and Lippényi (2020) as well as Abiddin et al. (2022) underscore the potential for negative consequences, such as decreased productivity and diminished team cohesion. These inconsistencies in the literature underscore the complexity of evaluating WFH outcomes and highlight the importance of examining additional factors that may influence or moderate this relationship. One such moderating factor is organizational commitment. Employees who exhibit a strong sense of commitment to their organization are generally more inclined to exert effort toward the achievement of organizational objectives, even when confronted with challenges such as those associated with remote work (Nasab & Afshari, 2019). Organizational commitment thus plays a critical role in shaping how employees respond to the demands of WFH environments, potentially reinforcing positive work behaviors and buffering against negative outcomes.

Given the divergent findings in the literature regarding the impact of WFH on employee performance, it becomes necessary to explore the extent to which organizational commitment functions as a moderating variable within this relationship. Accordingly, this study aims to examine the effect of working from home on employee performance and to investigate whether organizational commitment serves to strengthen or weaken this effect. By addressing this research gap, the study is expected to offer valuable theoretical contributions by enhancing the scholarly understanding of the effectiveness of WFH systems, particularly as they relate to employee performance and commitment dynamics. In practical terms, the study is anticipated to yield important insights for organizational leaders, human resource practitioners, policymakers, and academic institutions. These insights may inform the development of more effective WFH policies and employee engagement strategies. Additionally, the research is intended to serve as a reference for future investigations into the multifaceted relationship between remote work arrangements and employee performance, particularly in emerging economies such as Indonesia.

## 2. Literature Review

### 2.1. Work From Home

Work from Home (WFH) refers to a work arrangement in which employees perform their duties from home by utilizing information and communication technology (ICT) to fulfill their professional responsibilities (Qu & Yan, 2022). During the COVID-19 pandemic, many employees adopted various digital platforms to facilitate remote work (Tønnessen et al., 2021). The advantages of WFH include cost savings, flexibility, and increased autonomy in decision-making (Enaifoghe & Zenzile, 2023). However, WFH can also reduce employee visibility and limit opportunities for promotions and favorable performance evaluations (Van Der Lippe & Lippényi, 2020). Several factors support the effectiveness of WFH, such as time management skills, the flexibility to work during peak productivity hours, and supervisor support (Nakrošienė et al., 2019). Benefits of WFH also encompass increased job satisfaction, enhanced well-being, stress reduction, improved productivity, and the opportunity to care for family members (Yee et al., 2023; Irawanto et al., 2021).

### 2.2. Employee Performance

Employee performance refers to the effectiveness, efficiency, and productivity of an individual in carrying out responsibilities and contributing to the organization's objectives (Tuffaha, 2020). According to Qalati et al. (2022), performance is also linked to an individual's contribution to the development of the organization's core competencies. Koopmans et al. (2011) identified eight factors influencing performance, including specific task proficiency, communication, effort, discipline, and supervision. Determinants of employee performance include organizational support, managerial capacity, and the nature of individual work within the organization (Qalati et al., 2022). The Job Demand-Control (JDC) model explains that job characteristics can influence performance, stress levels, and employee satisfaction (Qu & Yan, 2023). Furthermore, job satisfaction, motivation, work environment, transformational leadership style, and compensation significantly impact employee performance, with job satisfaction being the most influential factor (Lukito et al., 2025).

### 2.3. Organizational Commitment

Organizational commitment represents an employee's sense of loyalty and dedication to their organization, along with a proactive willingness to support its success and long-term development (Eliyana et al., 2019). Nazir and Islam (2017) emphasize that this form of commitment reflects the degree to which employees are prepared to invest effort and take pride in being part of the organization. Moreover, organizational commitment is conceptualized as a psychological attachment that binds employees to their workplace (Mensah et al., 2017). This attachment is particularly evident when individuals demonstrate emotional involvement and align themselves with the organization's core values and objectives (Macedo et al., 2016). According to Nasab and Afshari (2019), key factors that influence organizational commitment include a strong enthusiasm to contribute meaningfully to organizational goals, a deep belief in the organization's mission, and a consistent intention to remain a part of the organization over time.

## 3. Proposed Method

### 3.1. Research Design

A research design serves as a comprehensive framework guiding researchers in systematically addressing identified problems and navigating each phase of the research process (Nachmias et al., 2014). Within the context of this study, the researcher applied a quantitative method employing a cross-sectional approach, which facilitates efficient and effective data collection. The quantitative method was chosen for its ability to utilize statistical and mathematical techniques to describe, explain, and predict phenomena with a high level of objectivity. This approach also enables the researcher to identify relationships among variables and examine changes in specific conditions in a measurable and verifiable manner (Nachmias et al., 2014). Additionally, the cross-sectional approach offers the advantage of time efficiency, as data are collected only once within a specific period to address predefined research questions (Sekaran & Bougie, 2016). The combination of the quantitative method and cross-sectional approach allows the researcher to gain a comprehensive understanding of the phenomena of working from home, employee performance, and organizational commitment in the context of an ongoing pandemic, as well as to analyze causal relationships among these variables with sufficient rigor.

### 3.2. Source of Research Data

A research design serves as a comprehensive framework guiding researchers in systematically addressing identified problems and navigating each phase of the research process (Nachmias et al., 2014). Within the context of this study, the researcher applied a quantitative method employing a cross-sectional approach, which facilitates efficient and effective data collection. The quantitative method was chosen for its ability to utilize statistical and mathematical techniques to describe, explain, and predict phenomena with a high level of objectivity. This approach also enables the researcher to identify relationships among variables and examine changes in specific conditions in a measurable and verifiable manner (Nachmias et al., 2014). Additionally, the cross-sectional approach offers the advantage of time efficiency, as data are collected only once within a specific period to address predefined research questions (Sekaran & Bougie, 2016). The combination of the quantitative method and cross-sectional approach allows the researcher to gain a comprehensive understanding of the phenomena of working from home, employee performance, and organizational commitment in the context of an ongoing pandemic, as well as to analyze causal relationships among these variables with sufficient rigor.

### 3.3. Population and Sample

The population in this study consists of all permanent employees across various industry sectors in Indonesia who have adopted remote working arrangements. These sectors include, but are not limited to, information technology, education, retail, creative industries, finance, consulting, and other service-related fields (Hair et al., 2020). The inclusion criteria for the research sample require participants to be permanent employees within the productive age range of 18–58 years, who have been engaged in remote work for at least three months, ensuring they have sufficient experience to evaluate the impact of such work arrangements. The targeted minimum sample size is 200 respondents, determined based on the recommendation of multiplying the number of questionnaire items by five, in alignment with guidelines for multivariate analysis (Hair et al., 2019). The sampling technique employed is non-probability sampling with a purposive sampling method, where participants are selected based on predetermined, relevant criteria aligned with the study's objectives (Sekaran & Bougie, 2016). This technique is appropriate given the impracticality of obtaining a complete sampling frame for all remote employees in Indonesia. Purposive sampling ensures that participants meet the established criteria and can provide data pertinent to the research objectives.

### 3.4. Operational Definitions and Variable Measurement

The operational definition of working from home (X) refers to a flexible work arrangement wherein employees carry out and fulfill their job responsibilities from home, utilizing various information and communication technologies (ICTs) to interact and collaborate with supervisors, colleagues, and external parties (Qu & Yan, 2023). This variable is measured using a five-point Likert scale and operationalized as a unidimensional construct, based on the instrument developed by Nakrošienė et al. (2019), which includes aspects such as time flexibility, productivity, work-life balance, and technological support. Organizational commitment (W) is operationally defined as the extent to which an employee identifies with their organization, demonstrates willingness to exert effort, exhibits high loyalty, and expresses pride in being a member of the organization (Nazir & Islam, 2017). This variable is also measured using a five-point Likert scale and operationalized as a unidimensional construct using the Organizational Commitment Questionnaire (OCQ) developed by Mowday & Steers (1979), which encompasses affective, continuance, and normative dimensions. Employee performance (Y) is operationally defined as the effectiveness and efficiency of an employee in achieving organizational goals, reflected in work quality, output quantity, timeliness, and goal attainment (Tuffaha, 2020). This variable is assessed using a five-point Likert scale as a unidimensional construct, based on the instrument developed by Green et al. (2004), which includes components such as goal achievement, work quality, and contributions to the organization.

### 3.5. Data Analysis

Descriptive statistical analysis was employed to systematically summarize and organize numerical information, including calculations such as mean, median, mode, minimum and maximum values, and standard deviation to determine the central tendency and variability of the data (Hair et al., 2020). According to Sekaran and Bougie (2016), descriptive statistics also

encompass frequency tests, cross-tabulations, and percentage distributions to provide a general overview of data characteristics and emerging patterns. In this study, descriptive analysis was used to characterize respondents' demographic profiles and provide a general understanding of their perceptions regarding the variables of working from home, employee performance, and organizational commitment. Meanwhile, hypothesis testing was conducted to determine whether the null hypothesis could be rejected and the alternative hypothesis supported based on empirical evidence (Sekaran & Bougie, 2016). To examine the hypotheses, Moderated Regression Analysis (MRA) was utilized to evaluate the influence of working from home on employee performance, moderated by organizational commitment. This analysis was conducted using Process Macro by Hayes Model 1 in SPSS software, which allows for the simultaneous testing of interaction effects between independent and moderator variables (Hayes & Rockwood, 2017). Significance testing was conducted using the t-test to assess the mean differences between two groups, with the significance threshold set at 0.05, in accordance with conventions in social research (Sekaran & Bougie, 2016; Hair et al., 2019).

## 4. Results and Discussion

### 4.1. Respondent Characteristics

This study employed a survey method by distributing questionnaires through Google Forms and Quission platforms during the period of January 18 to March 27, 2025. A total of 372 responses were collected, of which 240 (64.5%) were deemed valid and suitable for further analysis. Based on the demographic characteristics of the respondents, the majority were female (68.75%), while male respondents accounted for 31.25%. The most dominant age group was between 21 and 30 years (74.17%), indicating that the majority of participants were young adults or early-career professionals.

In terms of employment, most respondents (84.58%) were employed in the private sector, with only a minority working in the public or governmental sectors. Participants were drawn from various industry sectors, with the highest proportion (25.42%) coming from the "other industries" category, reflecting a diverse occupational background. Regarding work tenure, the largest portion of respondents (45.83%) had worked for one to two years, suggesting that most were still adjusting to remote work policies. Geographically, the majority of respondents were located in Lampung Province (44.17%), providing a strong regional context for the study. The diversity of respondent characteristics offers a representative foundation for analyzing the relationship between remote work policies, organizational commitment, and employee performance.

### 4.2. General Description of Respondents' Responses

The survey results indicate that employees' perceptions of remote work policies are generally positive. Most respondents expressed satisfaction with the opportunity to work from home (mean = 4.26) and felt they could work at their most productive times (mean = 4.04). However, challenges were reported in areas such as time planning, supervisor attention, and career development. The overall average score for the remote work variable was 3.79.

Concerning employee performance, respondents demonstrated a high level of confidence in achieving their personal goals (mean = 4.31) and consistently meeting their targets (mean = 4.20). They also believed their personal objectives aligned with organizational goals (mean = 4.10). Nevertheless, assessments regarding coworkers' performance were neutral. The overall average score for the employee performance variable was 4.02.

Regarding organizational commitment, most respondents were willing to make extra efforts for the organization's success (mean = 4.08) and felt proud to be part of their organization (mean = 4.00). They also tended to speak positively about the organization to outsiders (mean = 4.11). However, there was uncertainty regarding long-term loyalty, willingness to accept various assignments, and alignment of personal values with the organization's values. Respondents also expressed ambivalence toward accepting organizational policies related to employees (mean = 3.13). Overall, the average score for organizational commitment was 3.73, indicating a moderate level of commitment.

### 4.3. Descriptive Statistical Analysis

The descriptive statistical results for each variable—remote work (X), organizational commitment (W), and employee performance (Y)—are presented in the following table:

**Table 1.** Descriptive Statistical Analysis

Variable	Min	Max	Mean	Std. Dev	X Correlation	W Correlation
X (Remote Work)	12	40	30.37	4.88	–	–
W (Organizational Commitment)	10	35	28.20	3.68	0.453**	–
Y (Employee Performance)	21	65	48.58	6.30	0.533**	0.565**

The descriptive statistical analysis in this study provides an initial understanding of the characteristics of each variable, namely remote work, organizational commitment, and employee performance. Based on the analysis results, the remote work variable recorded a minimum value of 12 and a maximum value of 40, with a mean of 30.37 and a standard deviation of 4.88. This indicates a considerable degree of variation in respondents' perceptions regarding their remote work experiences. The moderate standard deviation suggests that respondents had diverse views on the effectiveness of remote work arrangements.

Meanwhile, the organizational commitment variable had a mean score of 28.20 with a smaller standard deviation of 3.68. This indicates that respondents' perceptions of their commitment to the organization tended to be more consistent compared to their views on remote work. In contrast, the employee performance variable showed a minimum value of 21 and a maximum of 65, with an average score of 48.58 and the highest standard deviation among the three variables, at 6.30. This suggests that while employee performance was generally rated as high, there was considerable variability in performance assessments across individuals.

The correlation analysis revealed positive relationships among all the variables examined. The correlation between remote work and organizational commitment was 0.453, indicating a relatively weak but still positive relationship. In contrast, the correlation between remote work and employee performance was 0.533, and the correlation between organizational commitment and employee performance was 0.565. These two values indicate moderately strong and positive relationships. These findings suggest that both remote work systems and the level of organizational commitment can contribute to enhancing employee performance.

#### 4.4. Hypothesis Testing Results

Hypothesis testing in this study was conducted using Moderated Regression Analysis (MRA) with the assistance of the PROCESS Macro by Hayes in SPSS, which is an appropriate analytical method for examining moderating relationships between variables. The results of the tests on the two primary research hypotheses revealed varied findings and provided valuable insights into the relationships among remote work, organizational commitment, and employee performance.

**Table 2.** Hypothesis Testing Results

Hypothesis	Tested Relationship	$\beta$ Coefficient	t-value	P-value	Conclusion
H1	Remote Work → Employee Performance	0.5243	2.4453	0.0152	Supported
H2	Work From Home > Organizational Commitment > Employee Performance	-0.0075	-1.7404	0.0831	Not Supported

The first hypothesis (H1), which posits that remote work has a positive effect on employee performance, was statistically supported. This is demonstrated by a positive beta coefficient ( $\beta$ ) of 0.5243, indicating a direct relationship between the two variables. With a t-value of 2.4453 and a p-value of 0.0152 ( $p < 0.05$ ), this result confirms that the effect of remote work on employee performance is statistically significant. This finding affirms that

the implementation of remote work policies has a positive impact on employee performance within the context of this study.

Conversely, the second hypothesis (H2), which tests the moderating role of organizational commitment in the relationship between remote work and employee performance, was not statistically supported. The negative beta coefficient ( $\beta$ ) of -0.0075, along with a t-value of -1.7404 and a p-value of 0.0831 ( $p > 0.05$ ), indicates that the moderating effect of organizational commitment is not significant at the 95% confidence level. Although the p-value approaches the threshold for marginal significance ( $p < 0.10$ ), within the rigorous standards of this study, the effect cannot be considered significant.

The results of this hypothesis testing carry important implications for organizations implementing remote work policies. While remote work has been shown to directly enhance employee performance, an increase in organizational commitment does not significantly strengthen this relationship. This may suggest that other factors beyond organizational commitment play a more influential role in determining how remote work affects employee performance.

#### **4.5. Working from Home Has a Positive and Significant Effect on Employee Performance**

The results of the first hypothesis testing in this study revealed a substantial finding that working from home has a positive and significant effect on employee performance, with convincing statistical values (p-value = 0.0152,  $\beta = 0.5243$ ). This statistical significance provides empirical confirmation that workplace flexibility is a determinant factor that can encourage overall improvement in employee performance. This finding is supported by respondents' perception data, which shows a high level of satisfaction, with the majority of respondents stating that they can work during their most productive times (mean = 4.04) and are satisfied with the opportunity to work from home (mean = 4.26). This high level of satisfaction indicates that the remote work system has successfully created a conducive environment for employees to optimize their performance. This study's results reinforce prior literature, such as the studies by Wheatley (2017) and Qu & Yan (2023), which identified a positive relationship between work flexibility and increased productivity. Specifically, the ability to independently manage work schedules and work in a self-selected environment has been proven to enhance employees' focus and efficiency. A comfortable and low-distraction work environment enables employees to fully concentrate on tasks that require deep attention, resulting in higher-quality output compared to working in a conventional office environment that is often filled with various distractions.

Furthermore, working from home allows employees to align their work hours with their personal productivity rhythms. Every individual has a unique productivity pattern, with some reaching their peak creativity and efficiency in the morning, while others are more productive in the afternoon or even at night. The flexibility to work in accordance with these individual productivity patterns enables employees to maximize their output without having to conform to standard office schedules that may not align with their natural rhythm. In addition, reducing the time and stress associated with commuting significantly contributes to employee well-being, which in turn positively impacts performance. Qu & Yan (2023) note that working from home systems allow employees to avoid various productivity barriers commonly encountered in traditional office environments, such as long commutes, coworker distractions, and internal organizational politics. When these factors are eliminated or minimized, they contribute to overall improvements in employees' focus, creativity, and efficiency. The practical implications of this finding underscore the importance for organizations to ensure the comfort and optimal work arrangements for employees working from home, including the provision of adequate equipment, technological support, and effective communication structures, in order to maintain and even enhance long-term productivity in this new work paradigm.

#### **4.6. Organizational Commitment as a Moderating Variable in the Influence of Working from Home on Employee Performance**

The analysis of the second hypothesis produced findings that contradicted the initial expectations of the study, where organizational commitment was not proven to strengthen the relationship between working from home and employee performance. The statistical results show a p-value of 0.0831, which exceeds the significance threshold of 0.05, with a negative beta coefficient of -0.0075. This value indicates that organizational commitment tends to weaken the relationship between working from home and employee performance,

although the weakening effect is not statistically significant. This finding refutes the study's second hypothesis and contradicts the study by Nasab & Afshari (2019), which stated that employees with high organizational commitment generally contribute positively to the achievement of organizational goals and the improvement of overall performance. However, this study's results align with the perspective proposed by Rhoades & Eisenberger (2002), who observed that in remote work contexts, high organizational commitment can result in emotional pressure that negatively affects individual performance. This phenomenon can be explained through cognitive load theory, where employees with high organizational commitment may feel burdened by the obligation to prove their loyalty and dedication even when working remotely, which ultimately causes anxiety and reduces work effectiveness.

Respondents' perception data provides additional insight into this dynamic. Although the majority of respondents expressed a willingness to make more effort for the organization's advancement (mean = 4.11), there was detectable ambivalence in other aspects of organizational commitment. Respondents showed significant hesitation regarding their willingness to accept all types of work assignments (mean = 3.39) and their satisfaction with the organization they currently work for (mean = 3.89). This inconsistency indicates that organizational commitment among respondents has not been fully integrated and may be influenced by various complex contextual factors. In the context of working from home, employees with high organizational commitment may experience greater cognitive dissonance between their desire to contribute maximally and the situational limitations faced when working away from the traditional office environment. The inability to meet high organizational expectations may trigger performance anxiety, which is counterproductive to work effectiveness. Moreover, uncertainty about how individual contributions are evaluated in remote settings can add psychological pressure on highly committed employees. The implications of these findings point toward a more nuanced understanding of organizational commitment dynamics in remote work environments. Although organizational commitment is generally considered a positive attribute, this study shows that in the context of working from home, high commitment does not always act as a catalyst for performance improvement. Organizations need to develop more adaptive management strategies to accommodate variations in employee commitment and motivation in remote work settings, with an emphasis on developing support mechanisms that do not impose additional pressure on employees.

## 5. Conclusions

Based on the research findings regarding the impact of the work-from-home system on employee performance, it can be concluded that working from home has a significant and positive effect on employee performance. Thus, the first hypothesis is supported and can be accepted. Conversely, organizational commitment was not found to strengthen the positive influence of working from home on performance, indicating that the second hypothesis is rejected. Based on these results, the researcher suggests that companies should conduct regular evaluations of employees working from home to identify challenges, progress, and career aspirations. In addition, companies are encouraged to provide performance support systems, such as training programs or incentives for high-performing employees. Furthermore, involving employees in the process of formulating company policies is also important to ensure that the resulting policies are relevant to employees' needs.

However, this study has several limitations. First, the research only involved permanent employees working from home across the country, but not all provinces were represented, meaning the findings may not fully reflect conditions throughout Indonesia. Second, data collection through online questionnaires may introduce bias, as respondents may provide answers that do not accurately represent their actual situations. Third, the quantitative approach used in this study does not allow for an in-depth exploration of the factors behind respondents' answers. Fourth, the limited sample size poses a challenge in representing the broader population. Therefore, future research is recommended to cover a wider geographical area, increase the number of respondents, and incorporate qualitative methods to obtain more comprehensive results.

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