

# The relationship between workload, organizational support, work environment and employee performance during work from home

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**Research paper**  
*HR Management*

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## Abstract

This study examined the relationship between workload, organization support, work environment, and employee performance among 146 employees who work from home in Jakarta, Indonesia. The Statistical Package for Social Science (SPSS) version 24.0 was used for data analysis. Statistical results reveal a significant positive relationship between workload and work environment with employee performance. Meanwhile, organizational support is not significantly related to employee performance. For implication, management should reconsider their practice to determine the best way to support and address the needs of employees working from home as organizational support. Leaders and management must monitor and evaluate the flow of organizational support, and the results can be used as input to provide organizational support to the employee. For further researchers interested in continuing this research, it is expected to develop, namely transformational leadership and motivation..

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## **Introduction**

The COVID-19 pandemic has had an impact on the organization, both financially and non-financially. In the current state of the COVID-19 pandemic, human resources are critical to the organization's success (HR). It is not just humans or employees who are affected by the COVID-19 pandemic; the emergence of the COVID-19 pandemic also affects organizations and governments. Companies must always pay attention and balance the workload that employees experience with the work environment that they are provided with. In these COVID-19 pandemic conditions, employee performance must be maintained, and the target must be met in order for the organization to survive.

In response to the widespread distribution of Covid-19, Indonesia's Ministry of Administrative and Bureaucratic Reform (2020) issues Circular Letter Number 19 of 2020 regarding changes to the work system. This rule was later modified numerous times. Working from home has been approved by regulations as a work system adjustment to protect employee health and maintain employee performance during the Covid-19 outbreak. Based on the minister's work from home rules, the National Public Procurement Agency (NPPA) has issued regulations related to work system adjustments, specifically working from home. The NPPA issued Circular Letter Number 2 of 2020, which included several changes. During a pandemic, employees must work from home, according to this regulation.

To maximize employee performance during the Covid 19 pandemic, NPPA employs a work-from-home policy. Employee performance is one factor that influences an organization's success. As a result, NPPA seeks to improve employee performance to achieve organizational goals during the pandemic. The work result in quantity achieved by an employee in carrying out his duties in accordance with his responsibilities is referred to as performance. Most managers believe that good performance is defined by task performance.

Many organizations have implemented a work-from-home policy to maximize employee performance during the Covid 19 pandemic. Employee performance is one factor that influences an organization's success. Employees who are impacted by the impact of Work from Home (WFH) on COVID-19 are noticing a significant difference, particularly in the environment work that has an impact on employee performance, which is normally done in the office and meeting people, is now done at home. An interesting comparison could be drawn on how the first industrial revolution moved work from homes (as say, weavers) to factories, and now because of WFH, some work has shifted back to homes (Mas & Pallais, 2020).

As a result, a variety of factors influence employee performance, making it critical for businesses to manage and prioritize human resources, particularly during the COVID-19 pandemic. To achieve the best results, employees must consider both external and internal factors. The WFH system has a different assessment for each employee, some like the WFH work environment because it cuts transportation time and has more time. There are also employees who feel their workload is getting heavier due to a changing work environment so they cannot concentrate. Likewise, WFO employees, there are employees who are happy because they can concentrate well and there are those who feel pressured because in addition to the workload, there can be added worries about COVID-19 around them (Elizabet & Anggraini, 2021). Questions arose: Is it possible for employees to strike a healthy balance between work and personal life? Can they remain productive while

working from home, dealing with family members' distractions, or juggling household chores? Have they felt isolated or dissatisfied with their work after working remotely for an extended period? Answering these questions is critical to ensuring that this work organization is long-term viable, as many companies appear to suggest that "work from anywhere" is the future of employment (Kifor, Săvescu, & Dănuț, 2022).

As previously mentioned, studies have reported the advantages and disadvantages associated with WFH. Therefore, its effects have been sufficiently explored. On the other hand, the need to examine how WFH, as "a new way of working has affected the well-being and productivity of employees with no previous WFH experience and to identify the specific working environment affecting WFH during the COVID-19 crisis is critical (Galanti, Guidetti, Mazzei, Zappalà, & Toscano, 2021).

This study aims to find out what factors influence the performance of WFH employees during the COVID-19 pandemic, how the current work environment, organizational support, and employee workload are balanced during the implementation of WFH, and how changes in environment, organizational support, and workload Employees can improve employee performance or even increase employee workload.

## **Literature review**

### **Employee Performance**

Employee performance is defined as the organization's ability to perform the skills (quality, efficiency, and other related factors at work). Because of each employee's ability to task performance, it is an especially important and necessary factor (Masakure, 2016). Meanwhile, according to Shmailan (2016), employee performance is an action taken by employees in carrying out the organization's work. Employee performance is evaluated by comparing the actual results obtained by this ability for all planned programs and objectives, as well as defining and eliminating any biases, positive or negative (Bakal, 1999). Employees who complete their tasks to the required standard are considered high performers (Sultana, et al., 2012).

Employee performance, according to Pradhan and Jena (2017), is made up of task performance, adaptive performance, and contextual performance. Employee performance reflects the performance of the organization. Employee performance is influenced by multifunctional capacities such as human, technological, organizational, and institutional levels (Delaney et al., 1996). Furthermore, good performance is determined when employees meet a set of requirements, according to Rivai and Basri (2005). As a result, a company that hires high-performing employees will achieve strong results, which will lead to a high level of employee trust.

### **Workload**

Workload refers to the number of jobs that employees must complete based on their level of responsibility and authority (Wefald, Savastano, & Downey, 2012). Schultz and Schultz (2006) define workload as doing too much work in the time available or doing work that is too difficult for employees. Employees' perceptions of workload differ; perceptions influence individual workload. Workload, according to Adityawarman, Sanim, and Sinaga (2015), influences employee performance. This means that the workload is related to a

job, the need for physical activity, which employees are required to provide at a predetermined time, and whether the impact is positive or negative.

Changes in workload during pandemic Covid-19 tend to change employee stress levels, which ultimately affect employee performance. Employee performance tends to suffer as workload increases, especially if the workload is difficult to complete. As a result of the increased workload, employees can learn and grow more quickly. As they carry out their responsibilities, employees gain more work experience, broadening their exposure. Employees with enough work are thought to be more active and energetic, whereas employees with insufficient work are thought to be inactive and lazy. Workload pressure can be beneficial, resulting in increased productivity. Another source of stress is the failure to maximize employee potential or the underutilization of human skills. Employees who can perform a job enjoy a workload. However, when this pressure becomes excessive, it has a negative impact. Workload changes, according to Robbins and Judge (2017), can alter the level of work stress, and these changes have a significant impact on employee performance. Employee performance is defined as the quantity and quality of work completed in accordance with the plan. High levels of employee performance will benefit organizational performance. Low employee performance, on the other hand, will either harm or benefit the organization (Robbin & Judge, 2017).

### **Organizational Support**

According to organizational support theory, organizational support refers to the extent to which employees believe their organization values their contribution and cares about their well-being (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Organizational support can instill a sense of obligation to care about the organization's well-being and to help the organization achieve its objectives (Eisenberger et al., 2001). The first study on the impact of organizational support on employee performance was conducted by Eisenberger et al. (1986). Many empirical studies have found that organizational support motivates employees to work hard to repay the organization, indicating that organizational support has a significant effect on performance (Zhong et al., 2015). Cullen et al. (2014) discovered that in a rapidly changing organizational setting, organizational support can have a significant impact on employee performance.

Manyasi et al. (2011) discovered that organizational support improves employee performance (Manyasi et al., 2011). According to Abou Moghli (2015), organizational support plays a statistically significant role in improving employee performance in Jordanian maritime transport companies. This finding is consistent with the findings of Chinomona (2011), who discovered a positive relationship between the role of organizational support in workplace spirituality and employee performance.

The organization desires dedicated and loyal employees. According to the reciprocal norm, if an organization provides high levels of support to its employees, those employees may be emotionally committed to the organization, resulting in low turnover and high-performance levels. To ensure the WFH policy is successfully implemented, the organization should provide and improve necessary IT infrastructure, such as high-speed internet, as well as necessary training for both managers and employees (Valmohammadi, 2012). Organizational support for telework, specifically the use of technology, technology-related support, and non-technology variables (Baker, Avery, & Crawford, 2006).

Training for telecommuting employees, which includes instruction in technology use, for managers, coworkers, and household members, as well as financial support for telecommuter expenses, are examples of technology support. These costs are typically incurred when purchasing or operating telecommuting technology. Variables unrelated to technology that are not related to technology. Other variables include being trusted by their manager when working from home and unable to be observed directly by the manager, human resource department support for telecommuting, and prior planning for telecommuting system from the organization.

### **Work environment**

Mehboob and Bhutto (2012) described the work environment as a place where people work. The concept of a work environment is extensive and includes the physical, psychological, and social aspects that enhance the working condition. Work environment implicates all the elements that could influence employee attitudes and behavior (Mehboob and Bhutto, 2012). The work environment can be described as all situations, events, and people that influence how people live or work (Taiwo, 2010). The work environment is a critical component for employees to carry out work activities. A pleasant working environment can motivate employees and have an impact on employee morale and performance.

According to Agbozo et al. (2017), an attractive and supportive work environment is essential for employee job satisfaction, which ultimately causes employee performance and productivity in the workplace. The suitability of the working environment at home is one of the most important WFH factors influencing WFH outcomes (Nakroien, Buinien, & Gotautait, 2019). Teleworkers who work from home demonstrate that workers want a quality work environment at home that is like a traditional office, such as privacy, good lighting, and adequate equipment (Ng & Ng, 2010). The amount of space, layout, ambient conditions, and internet and WiFi connectivity are all physical workplace characteristics for mobile knowledge workers (Ng, 2016).

One strategy for overcoming telework challenges is to prepare the physical/home environment, which includes creating a conducive working environment, such as a dedicated workspace, sometimes with physical boundaries (e.g., a room with a door) (Greer & Payne, 2014). Teleworkers strike a balance between their personal and professional lives by establishing temporal and physical boundaries (Mustafa & Gold, 2013). Therefore, a good work environment needs to be provided to employees because a good physical environment increases employee morale and ultimately increases their performance and productivity (Damayanti, 2021).

The work environment is important in improving employee performance when implementing a work-from-home policy. According to Aropah, Sarma, and Sumertajaya's (2020) findings, the work environment variable is the most important in implementing working from home. Management is advised in this regard to provide guidance to employees to maintain a conducive working environment at home. As a result, a positive work environment provides numerous benefits to an organization (Damayanti, 2021).

## Hypothesis development

### *Workload and employee performance*

Excessive workload, according to Setiawan (2016), causes physical and mental fatigue, as well as emotional reactions such as headaches, digestive disorders, and irritability. Boredom and monotony will result from a low workload. Boredom from insufficient work or work that results in a lack of attention to work can potentially harm and lower employee performance. Workload influences employee performance (Malau, 2021). Bloom et al (2015) reported a significant increase of 13% in the performance of employees who received the WFH schedule.

**H1:** *There is relationship between workload and employee performance during the COVID-19 pandemic.*

### *Organizational support and employee performance*

According to the reciprocity rule of social exchange, organizational support encourages employees to work hard to repay the organization, so perceived organizational support should significantly increase employee performance. Many empirical studies have confirmed this (Zhong et al., 2016). Eisenberger et al. (1986) pioneered research on the impact of organizational support on employee performance, opening new avenues for enterprise managers to evolve employee performance management strategies. Based on the study of Chen et al, (2020) found that there is a relationship between organizational support and employee performance in frontline workers. When frontline workers receive positive organizational support (increased salary, bonuses, etc.), their feeling of obligation to help the organization will be enhanced. As a result, frontline workers with high reinforcing organization support should engage in greater efforts such as learning new skills and working proactively resulting in enhanced performance (Kurtessis et al., 2017).

**H2:** *There is relationship between organizational support and employee performance during the COVID-19 pandemic.*

### *Work environment and employee performance*

The work environment is important in improving employee performance when implementing a work-from-home policy. According to Aropah, Sarma, and Sumertajaya's (2020) findings, the work environment variable is the most important in implementing working from home. Management is advised in this regard to provide guidance to employees to maintain a conducive working environment at home. As a result, a positive work environment provides numerous benefits to an organization (Damayanti, 2021). The physical factors in the workplace environment include, among other things, the office layout and design. Working conditions, role congruity, and social support are examples of psychosocial factors. Policies, which include employment conditions, are another aspect of the workplace environment. A more physical workplace environment improves employee performance (Chandrasekar, 2011)

**H3:** *There is relationship between work environment and employee performance during the COVID-19 pandemic.*

## Methods

The distribution of questionnaires served as the data collection method in this study. Questionnaires were distributed online via a link that respondents could access using their respective devices. Due to the study's limitations in obtaining data on employees working from home in all organizations in Jakarta, the researcher used the g\*power technique to determine the sample size of respondents. Prajapati et al. (2010) described that power analysis as a process used in social science studies, by which a researcher could be capable to compute five different types of power analysis. Based on g\*power results, the total sample in this study is 129. These 129 respondents meet the predetermined requirements, this number of samples can represent the total population of employees working from home in all organizations in Jakarta. In measuring the variables related to employee performance, researchers used a measurement designed by Yousef (2000). Meanwhile, the NASA Task Load Index (TLX) was used to survey workload (Hart & Staveland 1988). Organizational support was measured using measurements from Eisenberger et al (1986).

### Item and scale measurement

The questionnaire used a five-point Likert-scale (Disagree–Agree) to measure four variables: workload, organizational support, work environment and employee performance. In measuring the variables related to employee performance, researchers used a measurement designed by Yousef (2000). Meanwhile, the NASA Task Load Index (TLX) was used to survey workload (Hart & Staveland 1988). Organizational support was measured using measurements from Eisenberger et al (1986). After the sample size was determined, this study used convenience sampling because it was in accordance with this study. The Statistical Package for Social Sciences (SPSS) version 25.0 was employed for data analysis, which included frequency statistics, descriptive statistics, Pearson correlation analysis, and regression analysis.

## Results and discussion

The first part of questionnaire refers to respondent' profile. It consists of age, gender and educational background as items evaluated for the respondent. In the present research, the item of age was divided into 4 categories: (1) < 18 years old, (2) 18 – 27 years old, (3) 28 – 37 years old, (4) 38- 47 years old and (5) > 48 years old. Meanwhile, educational background was divided into 4 categories: (1) diploma, (2) bachelor of degree, (3) master and (4) doctoral. According to Table 1, 67 or 46.2 % of the respondents is the 18 – 27 years old, followed by 28 – 37 years old with 55 or 37.9% of the respondent, 38 – 47 years old with 19 or 13.1% of the respondents, 4 or 2.75% of the respondent is the less than 18 years old and 1 or 0.68 % of the respondents is the more than 48 years old. Indeed, the present study found 90 or 62% of the respondents is a female, while 56 or 38.6% of the respondent is a male.

Furthermore, the last section is related to the educational background of the respondents. Most of the educational background of the respondent is the bachelor of degree with 114 or 78.6% of the total respondents, followed by 11 or 14.6% of the respondent is the masters of degree, 9 or 6.2% is a doctoral holder and 2 or 1.37% is the diploma holder.

**Table 1.**  
*Demographic Respondents*

Description	Frequency	Percentage
<i>Age</i>		
• <18 years old	4	2.75%
• 18- 27 years old	67	46.2%
• 28 – 37 Years old	55	37.9%
• 38 – 47 Years old	19	13.1%
• >48 Years old	1	0.68%
<i>Gender</i>		
• Male	56	38.6%
• Female	90	62.0%
<i>Education</i>		
• Diploma	2	1.37
• Bachelor of Degree	114	78.6
• Master of Degree	21	14.5
• Doctoral	9	6.2%

### Reliability test

In this section, reliability test was examined. Based on Table 2, all variables of the present study are reliable due to the result of Cronbach alpha being greater than 0.7. Zikmund et al, (2013) pointed out when the value of Cronbach alpha is greater than 0.7 to 0.8 then it can be classified have a good reliability, while 0.8 to 0.95 then it considered very good reliability. Indeed, the result of this test indicates all items are considered good and very good reliability.

**Table 1.**  
*Reliability test*

Construct	Item	Cronbach alpha
EP	4	0.798
WL	5	0.700
OS	8	0.808
WE	6	0.885

### Pearson correlation analysis

Pearson correlation analysis was examined in the present study. Zikmund et al,(2013) pointed out the correlation coefficient must be in the range -1 to 1. In addition, scholars suggest when the correlation coefficient is 0.1 to 0.3 then it is considered a very week relationship. Meanwhile, 0.31 to 0.5 were classified as a weak relationship and 0.51 to 0.7 it can be considered average relationship. According to Table 3, all variables were interconnected to each other. The result shows the relationship between work environment and employee performance has the highest relationship due to correlation coefficient is 0.624, followed by workload and employee performance is 0.527, workload



and work environment is 0.520. Meanwhile, other variables have a weak relationship among the variables.

**Table 2.** Pearson Correlation Analysis

Construct	EP	WL	OS	WE
EP	<b>1.000</b>	.527	.379	.624
WL	.527	<b>1.000</b>	.344	.520
OS	.379	.344	<b>1.000</b>	.418
WE	.624	.520	.418	<b>1.000</b>

### Regression analysis

The present study used multiple regression analysis to examine the relationship between all predictors to the employee performance. The result indicates workload and employee performance (sig.0.01,  $P < 0.05$ ) as well as work environment and employee performance (sig.0.00,  $P < 0.05$ ). have positive and significant relationships. In contrast, Table 4 found the relationship between organizational support and employee performance has positive and insignificant relationship due to the significance level of this relationship is greater than 0.05 (sig.0.138,  $P > 0.05$ ).

**Table 3.**

Regression Analysis

Construct	Beta ( $\beta$ )	Sig level
WL	.184	.001
OS	.049	.138
WE	.265	.000

\*\* $P < 0.05$ ,  $R^2 = 0.454$ ,  $F = 39.433$

Three hypotheses of the present study were examined to answer the objective of the study. Based on previous analysis, the relationship between workload and employee performance as well as work environment and employee performance have positive and significant relationship. Meanwhile, the relationship between organizational support and employee performance has insignificant relationship. Therefore, hypotheses 1 and hypotheses 3 were accepted and hypothesis 2 was rejected.

## Discussion

Based on the result showed that the workload has a positive significant related to employee performance which means that workload does affect employee performance in working from home situations. The results of the study are in line with research by Adityawarman, Sanim, and Sinaga (2015) stated that workload has an impact on employee performance. This means that the workload is a close thing where it is related to a job, the need for physical activity, which employees are required to provide at a predetermined time, and whether the impact leads to making it positive or negative. It is expected that the organization will be able to maintain and improve services related to internal workload factors such as training, motivation through promotions or awards, and adequate facilities. This is useful for reducing employee fatigue and saturation while working.

Meanwhile, the organizational support variable is insignificant related to employee performance which means that organizational support does not affect employee performance in working from home situations. This is not in line with several studies including research by Baker et al. (2006), organizational support in home-based telecommuting and working from home or remotely has three (three) categories, namely the use of technology, support related to the use of technology, and variables other than technology, which include human resource department support and prior planning for telecommuting system. This is an input for leaders to understand the needs of employees through an organizational support approach, as research from Aboelmaged et al. (2012) stated that the role of individuals and organizations or organizational support is a critical factor that affects the productivity of organizations that work far away.

The findings revealed that work environment has a positive and significant effect on employee performance, implying that work environment can improve employee performance when working from home. This shows that the work environment for employees who work at home is physically suitable so that employees feel conducive to working from home. This is also consistent with the findings of Nakroien et al. (2019), who discovered that the most important factor influencing the outcome of remote work is the suitability of the workplace at home. One strategy for overcoming the challenges of working from home is to create a conducive physical environment at home for teleworkers to work comfortably, such as having a dedicated workspace (Greer & Payne 2014). According to Ng and Ng (2011), workers who work from home want a quality work environment at home that is like a traditional office, such as privacy, good lighting, and adequate equipment. According to the survey results, the work environment is the most significant variable influencing employee performance.

The implication of this research is that management should reconsider their practice to determine the best way to support and address the needs of employees working from home as organizational support. Leaders and management must monitor and evaluate the flow organizational support and the results can be used as input to provide organizational support to employee. Management should use the Covid-19 pandemic to galvanize employee behavior change. Face-to-face activities can be transferred to face-to-face online via the internet. Management can start adjusting flexible work systems and referring to employee performance (output based). For further researchers who are interested in continuing this research, it is expected to be able to develop, namely by using other variables that are more varied.

## Conclusion

According to the analysis conducted on the effect of workload and work environment on employee performance, workload and work environment have a positive and significant effect on employee performance, but organizational support has no effect or has an inverse effect on the implementation of work from home policies. Employee performance is negatively influenced by organizational support. This is possible because the variables used in this study were well-accepted by employees. Leaders must pay close attention to what employees require from organizational support. Leaders and management should monitor and evaluate current organizational support, and the results can be used as input to provide employees with organizational support. The work environment has a positive and significant impact on employee performance in situations of working from home. This shows that the work environment for employees who work at home is physically suitable so that employees feel conducive to WFH

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##### **Competing interests**

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