

Evaluation of Work From Home Program: A Study of Productivity and Well-being Employee

Anggara Ibn Sidharta L^{1*}, Ahmad Fauzan², M. Ashar³, Vera Firdaus⁴
Faculty Business, Law, and Science Social, Muhammadiyah University of Sidoarjo
sidhartaanggara@gmail.com *

Received 26 November 2024 | Revised 03 December 2024 | Accepted 25 December 2024
* Correspondence Writer

Abstract

The COVID-19 pandemic has led to a significant increase in the adoption of Work From Home (WFH) arrangements across various industries. This study evaluates the impact of WFH programs on employee productivity and well-being while identifying associated challenges. Using a quantitative survey method, data was collected from 150 employees across sectors such as IT, finance, and education. Analysis focused on two primary dimensions: productivity and well-being. Findings indicate that 60% of respondents experienced increased productivity due to time flexibility and fewer workplace distractions, while 25% reported declines primarily due to blurred boundaries between work and personal life. On well-being, 40% reported improvements from flexible scheduling, but 35% faced worsened mental health related to workload and reduced social interaction. Physical issues such as back pain and eye strain were also prevalent, affecting 45% of participants. Correlation and regression analyzes showed a positive relationship between WFH flexibility and productivity ($r=0.62$, $\beta=0.45$, $p<0.01$), but a negative impact on well-being ($r=-0.45$, $\beta=-0.38$, $p<0.01$). Technical limitations and insufficient ergonomic setups were identified as barriers to effectiveness. The study concludes that while WFH enhances productivity under supportive conditions, it poses risks to employee well-being. Recommendations include implementing clear work boundaries, improving technological support, and fostering employee mental health initiatives to optimize the benefits of WFH policies.

Keywords: Work From Home, productivity, employee well-being, remote work challenges, COVID-19 impact

INTRODUCTION

At the beginning In 2020, several countries in the world were shocked by the COVID-19 pandemic, namely *Corona Virus Disease* (COVID-19). Pandemic This own significant impact on life humans in various countries, including in matter economy, health, politics and security (Pasariibu & Anshori, 2021). Various business also started apply *Work From Home* (WFH) in a number of year lastly, especially as response to COVID-19 pandemic. The term "*Work From Home*" used For describe alternative policy while working from home. or term For employees who work from distance far away working from home with a minimum of 20 hours per week according to Crosbie & Moore (2014) (Rawinarno et al., 2023). Pandemic has push companies around the world to adopt method Work distance Far For maintain operation them and protect employee they from Health risks (Bloom et al., 2020). WFH has develop become a working model that allows employee own flexibility time and place Work blessing use digital technology and communications distance far away. Even though Thus, the adoption of WFH does not only bring benefits, but also causes challenge new that affects productivity and health employee (Choudhury et al., 2020). According to research that has been conducted by Mason et al (2017), the advantages from Work from House is employee feel comfortable moment start his work. Researchers also get consequence negative, such as delay work and lack of handover task or work in accordance *deadline* (Mason et al, 2017) .

At the level productivity, research has show that WFH can increase efficiency Work with reduce time and energy required For journey as well as give flexibility more big in arrange timetable Work (Galanti et al., 2021). A research conducted by Lisanti (2014) discusses profit in do work from house. One of the the benefits is flexibility that allows balance between life Work employees and savings cost, reduce congestion, support policy *clean desk policy*; and help income Mother House ladder For Work

(Lisanti, 2014). There are other factors that cause decline productivity Work during pandemic is lack of supervision employee who caused the disappearance motivation For work, loss focus Because the amount barriers, and problems data security and frequent miscommunication happen (Rayyani et al., 2020).

Besides productivity, well-being employees also become attention important in WFH policy. Policy This give impact significant on mental health and balance between work and life personal one of them namely stress. The more many have someone, the more A little balance life the job that the person has (Ismail & Sekarsari, 2022). According to Tavares et al. (2020), although WFH provides flexibility more for employee, situation This often causes stress addition Because limitations interaction social, increasing burden work , and difficulty in separate time work and time personal (Tavares & Diogo, 2020). Research by Xiao et al. (2021) shows that Lots employees who work from House report improvement complaint physical, such as painful back and fatigue eyes, which is caused by a lack of equipment ergonomics and time prolonged screen (Xiao et al., 2021).

WFH also has various obstacles that need to be overcome be noticed in its implementation. According to Abdul Ghani et al. (2021), it is stated that important For allocate source adequate power For infrastructure and technology that supports WFH, including equipment, internet access, and data security (Ghani et al., 2023). Employees who have limitations access to technology Supporters and devices Work often face decline productivity and experience difficulty in finish tasks they in a way efficient (Annisa Maharani et al., 2023). In addition, the division time between work and responsibilities answer House ladder can influence balance life they, who in the end impact on the level stress and employee mental well-being (Tavares & Diogo, 2020). Those who think For Work from House must consider personality, skills, and aspirations they with careful. For example, those who have trend For Work hours outside home, maybe find that life at home even the more marginalized by life Work (Crosbie, T., & Moore, 2015).

In context this, research about WFH program evaluation is necessary done for understand impacts This in a way more comprehensive. Research This aiming for evaluate two aspects main related with the WFH program, namely productivity and well-being employees, as well as identify the obstacles that arise during implementation policy said. With better understanding in about impact of WFH, companies expected can to design policy more work adaptive and supportive need employee For increase performance as well as welfare they optimally.

METHOD

Study This use approach quantitative descriptive and inferential for evaluating the *Work From Home* (WFH) program against productivity and well-being employees. Approach This chosen Because in accordance For measure connection between variable independent (WFH program) with variable dependent (productivity and welfare) through measurable data in a way statistics.

Population study is employees working in the sector services and technology information in Indonesia that has been implementing the WFH program for at least six months month. Election population This done Because sectors the more adaptive to policy Work distance far and tend face challenge as well as relevant benefits in WFH implementation. Research sample determined use purposive sampling technique, with criteria: a) Employee still or contract with minimum WFH experience of six month; b) Employees who work in the company with support technology adequate for WFH; and c) Respondents willing provide related data productivity and well-being through questionnaire.

Data collection was carried out in two stages:

1. Online Questionnaire that is instrument study in the form of questionnaire spread out to 150 respondents through digital platforms such as Google Forms. Questionnaire consists of from three part main: a) Demographic data (age , gender) gender , position , and duration of WFH); b) Measurement productivity use 5- point Likert scale based on indicator performance (efficiency, target achievement, and quality Work); c) Measurement welfare use scale likert 5 points based on dimensions balance work-life, mental health, and levels stress.
2. Interview Short that is for completing quantitative data, carried out interview short with 10 respondents selected for get outlook deep about challenges and benefits of WFH.

Data collected analyzed in two stages:

1. Analysis Descriptive is describe distribution Respondent based on demographics and average results of scale productivity and well-being.
2. Statistical Test :
 - a. Pearson Correlation Test is used for measure strength and direction connection between variable independent (WFH duration and flexibility) with variable dependent (productivity and welfare).
 - b. Multiple Linear Regression done for identify influence simultaneous from variable independent to productivity and well-being. This model help disclose to what extent WFH affects two aspects main the.

RESULTS AND DISCUSSION

Results

The Impact of WFH on Productivity

Research result show that as many as 60% of respondents feel productivity they increase moment Work from home, with average productivity score of 4.2 on a scale of 1-5. The increase This allegedly Because flexibility time and reduction distraction on the spot work . However, about 25% of respondents report decline productivity, especially due to lack of separation between life personal and work.

Impact of WFH on Welfare Employee

On the aspect well-being, the data shows more results diverse. As many as 40% of respondents feel more prosperous Because capable arrange timetable Work with more flexible. However, about 35% expressed that their mental well-being decreased, especially Because increasing burden work and reduction interaction social. Physical health was also affected, with 45% of respondents report improvement complaint painful back and fatigue eye consequence use excessive digital devices.

For test connection between the WFH program and productivity and well-being employees, done analysis correlation as following.

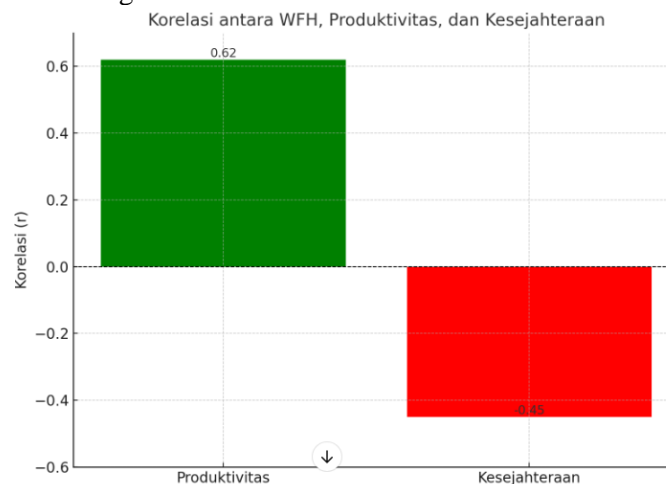


Figure 1: Correlation Between WFH, Productivity , and Well-Being

Figure 1 shows correlation between policy *Work From Home* (WFH) with two aspects main, namely productivity and well-being employee:

1. Correlation between WFH and productivity own mark **positive of 0.62**, indicating that the more flexible WFH policy, increasingly tall productivity employee.
2. Correlation between WFH and well-being show **mark negative of -0.45**, indicating that high intensity WFH can impact negative on well-being employees, in particular related mental health and balance work-life.

For identify influence direct WFH program to productivity and well-being, as follows results analysis multiple linear regression.

Table 1. Multiple Linear Regression Analysis

Aspect	Correlation (r)	Effect (β)	Significance (p-value)
Productivity	0.62	0.45	< 0.01
Welfare	-0.45	-0.38	< 0.01

Table 1 explains that :

1. Productivity : Correlation positive of 0.62 with mark influence regression (β) of 0.45 indicates that WFH contributes increase productivity employees. This result significant with p-value < 0.01.
2. Well-being : Correlation negative of -0.45 with mark influence regression (β) of -0.38 indicates existence impact negative impact of WFH on welfare, is also significant with p-value < 0.01.

Discussion

Analysis results This show that WFH can increase productivity employees, especially If accompanied by with flexibility time and support adequate technology. However, this This also brings impact negative to welfare, especially in matter stress and balance between life personal and work. One of factors that can explain phenomenon This is lack of clear boundaries between time work and time personal when Work from home. Employees who do not can separate two aspects the often feel that work they No Once ended, which finally impact on their mental health.

Findings study This in harmony with research by Bloom et al. (2020), which states that WFH has potential for increase productivity employee Because flexibility time and reduction distraction. Research this also supports studies Palumbo (2020), which highlights impact negative impact of WFH on welfare employees. Experience work from home often causes more mental pressure tall compared to working in the office.

In addition, there are obstacles technical like internet connection is not stable and non -stable devices adequate participate influence performance employees. Therefore that, company need give support more technical good, and set clear policy about time Work For reduce impact negative to welfare employee.

CONCLUSION

From research this, can concluded that the WFH program has diverse impacts to productivity and well-being employees. While a number of employee feel improvement productivity, mental and physical well-being part employee precisely decrease.

BIBLIOGRAPHY

1. Annisa Maharani, Ahmad Zeifuddin, Dyah Ayu Safitri, Hilya Sania Rosada, & M Isa Anshori. (2023). Employee Mental Well-Being in the Digital Era: The Impact of Technology on Employee Mental Well-Being and Efforts to Overcome Digital Stress. *Journal of Economics, Business and Management*, 2 (4), 113–130. <https://doi.org/10.58192/ebismen.v2i4.1385>
2. Bloom, N., Liang, J., Roberts, J., & Ying, Z. (2020). Does Working from Home Work? Evidence from a Chinese Experiment. *The Quarterly Journal of Economics* .
3. Choudhury, P., Larson, B., & Froughi, C. (2020). Work-from-anywhere: The productivity effects of geographic flexibility. *Work-from-Anywhere: The Productivity Effects of Geographic Flexibility*
4. Crosbie, T., & Moore, J. (2015). Policy and Society: Work–life Balance and Working from Home Work–life Balance and Working from Home. (*June 2004*) , 223–233.
5. Galanti, T., Guidetti, G., Mazzei, E., Zappalà, S., & Toscano, F. (2021). Working from Home During the COVID-19 Outbreak: The Impact on Employees' Remote Work Productivity, Engagement, and Stress. *Journal of Occupational and Environmental Medicine* .
6. Ghani, A., Prayogo, A., Ivadati, A., & Supratikta, H. (2023). *Planning, Contingency Planning and Its Relationship with Work From Home* . 1 (4), 353–377.
7. Ismail, VY, & Sekarsari, M. (2022). Remote Working Productivity: Employee Adaptation to Technostress and Work Life Balance. *Fair Value: Scientific Journal of Accounting and Finance* , 5 (2), 1015–1025. <https://journal.ikopin.ac.id/index.php/fairvalue/article/view/1328>
8. Lisanti, Y. (2014). ICT Enables People to Work from Home: Case Study on Banks and Online Courses. *Binus Journal* , 5 (9).
9. Mason, JB, Gurda, BL, Hankenson, KD, Harper, LR, Carlson, CS, Wilson, JM, & Richardson, DW

- (2017). Wnt10b and Dkk-1 gene therapy differentially influence trabecular bone architecture, soft tissue integrity, and osteophytosis in a skeletally mature rat model of osteoarthritis. *Connective Tissue Research* , 58 (6), 542–552.
10. Palumbo, R. (2020). Let me go to the office! An investigation into the side effects of working from home on work-life balance. *International Journal of Public Sector Management* , 33 , 771–790.
 11. Pasaribu, J., & Anshori, MI (2021). Implementation of Work From Home on Work Productivity (Study of Employees of PT Berlian Jasa Terminal Indonesia). *INOBIIS: Indonesian Journal of Business Innovation and Management* , 4 (3), 409–423. <https://doi.org/10.31842/journalinobis.v4i3.193>
 12. Rawinarno, T., Setyoko, H., Widiarto, A., & Alynudin, S. (2023). State Civil Apparatus (ASN) Performance Management Based on Work From Home. *NIAGARA Scientific Journal* , 15 (1), 113–129. <https://doi.org/10.55651/juni.v15i1.21>
 13. Rayyani, WO, Salam, KN, Panjaitan, R., Sari, AE, Aisyah, N., Nurussama, Wulansari, R., Krisnanto, B., Octovian, R., & Budiasih, Y. (2020). COVID-19 TIMES Business Strategy and Company Management. In *COVID -19 TIMES Business Strategy and Company Management* . https://www.academia.edu/43600766/Masa_masa_covid_19_strategi_bisnis_dan_manajemen_per_usahaan
 14. Tavares, F., & Diogo, A. (2020). *An analysis of the experiences based on experimental marketing : pandemic COVID-19 quarantine* . 16 (4), 327–340. <https://doi.org/10.1108/WJEMSD-08-2020-0098>
 15. Xiao, Y., Becerik-Gerber, B., Lucas, G., & Roll, S. (2021). Impacts of Working from Home during COVID-19 Pandemic on Physical and Mental Well-Being of Office Workstation Users. *Journal of Occupational and Environmental Medicine* , 181–190.