

The Effect of Work from Home, Work Discipline on Employee Performance and Workload as a Mediating Variable at Consulates Republic of Indonesia in Tawau Malaysia

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Abstract

Implementing Work from Home has its own challenges and constraints which are not easy, because not all areas of work can be done from home which has an impact on employee performance. Work From Home adds to the workload, lacks entertainment, and pushes oneself too much so that it can reduce motivation at work. This study aims to determine whether there is an effect of work from home and work discipline on employee performance at the Indonesian Consulate in Tawau Malaysia. This type of research is quantitative. The sampling technique used is probability sampling where the number of samples is 90 respondents. Data collection techniques by distributing questionnaires. The respondents of this study were employees of the Consulate of the Republic of Indonesia in Tawau Malaysia. Data processing is carried out using SPSS version 25. The results of this study indicate that Work from Home has a significant effect on Employees and research also shows that Workload has a significant effect on Employee Performance. This research may have some limitations, the results are limited to the effect of workload and WFH on employee performance while at the Indonesian Consulate in Tawau, Malaysia. Further research can be carried out by collecting data using a quantitative or qualitative research approach to certain respondents with different backgrounds.

Keywords

employee performance;
workload; work discipline;
work from home



I. Introduction

The life of the world underwent tremendous changes that all mankind felt in the world at the beginning of 2020, the first time the world was shocked by a new virus outbreak that began in the Chinese city-Wuhan which spread so quickly throughout the world, where this virus is rumored to be transmitted so easily in daily activities. The Covid-19 virus is an outbreak that can infect the respiratory tract. This virus has been transmitted throughout the world including to Indonesia.

The implementation of Work from Home has its own challenges and obstacles that are not easy, because not all areas of work can be done from home, which affects employee performance. Riwukore et al, (2022). Good human resources management to support the quality of human resources and is a form of compliance with the rules, both written and unwritten that have been set (Dea et al, 2020).

WFH does affect employee performance due to increased workload, lack of entertainment, and pushing yourself too hard which can reduce motivation at work (Apthioman & Pramono, 2020). Workload is reflected in the need to focus on problem identification, dealing with sudden events, and making quick decisions regarding assignments and knowledge levels and can affect individual performance (Mochtar, 2022).

All sectors must comply with regulations issued by the Indonesian government. Including those in Indonesia and organizations outside Indonesia. All of them must comply with the regulations in question. Even though every organization before the pandemic came, must have had a work plan or work goals both in the short and long term. And it cannot be denied that the achievement of the intended goals cannot be separated from the role of the employees they have. How can the targets or work goals of an organization be achieved if the employee's performance is low due to "absence" because they comply with this government health regulation. Even though employee performance is the spearhead of the organization's running according to plan. Here employee performance means someone who has the full potential of skills and responsibility in achieving their goals.

Employee performance appraisal is very important for a company or organization. This assessment activity will determine the human resource policies of each company or organization. The company assesses whether employees work well or not, depending on each type and quantity (quality and quantity) of work performed, so that the company can achieve its goals. Employees who have good performance are expected to be able to carry out their duties with full responsibility and be able to use their potential effectively for the development of organizational performance.

Even in a non-profit organization such as the Consulate of the Republic of Indonesia in Tawau Malaysia, the pandemic situation during 2021 greatly affects employee performance, especially because of the influence of work from home and employee work discipline. This change in the situation inevitably affects the nature and spirit of each employee. And these changes bring new problems to the organization.

Table 1. Data on Indonesian Citizen Case Complaint Service 2021

Moon	Problematic Indonesian Citizen Case Data		Case Resolution	
	Work Accidents	Unpaid Salary	Completion Targets	Realized
January	1	2	1 Day	1 Day
February	2	1	1 Day	1 Day
March	1	1	1 Day	2 Days
April	1	0	1 Day	3 Days
May	1	1	1 Day	2 Days
June	2	2	1 Day	3 Days
July	0	1	1 Day	2 Days
August	1	2	1 Day	3 Days
September	2	3	1 Day	2 Days
October	0	0	1 Day	-
November	1	1	1 Day	2 Days
December	1	2	1 Day	2 Days

Source : HRD Consulate of the Republic of Indonesia in Tawau Malaysia in 2021

Based on Table 1 above in the 2021 Indonesian Citizen Case Complaint Service Data, it can be concluded that the settlement of cases in March to December was not in accordance with the predetermined target. This is due to a decrease in employee performance due to the influence of work from home and work discipline during this pandemic, where some employees carry out their work from home so that it is less effective and efficient in solving cases that occur in the "Indonesian Citizen Case Complaint Service". Regarding the problem of employee work discipline itself, it can be seen that the cause is the lack of employee awareness level to comply with the regulations that have been set by the organization, besides that it can also be seen from the use of work time that has not been effective and efficient in solving cases that are not in accordance with predetermined targets, as well as the lack of a sense of responsibility in carrying out job duties that have been given by the leadership in working from home, Even though the work target from the office is completion within one working day. Here it can be seen that employee performance will be considered good if it is supported by work discipline even though the employee is working from home

Table 2. Indonesian Public Service Data in 2021

	Public Service Data	
	Service Passport	Consular Document Service
January	2446	368
February	2323	344
March	1269	407
April	-	-
May	329	375
June	1487	309
July	2219	401
August	3665	258
September	2101	381
October	3	1
November	178	18
December	3577	391
Total	19657	3253

Source : HRD Consulate of the Republic of Indonesia, Tawau, Malaysia (2021)

Based on Table 2 above in the 2021 Indonesian Public Service Data, the level of public service of Indonesian citizens carried out from home, greatly impacts the performance of employees of the Consulate of the Republic of Indonesia in Tawau Malaysia. In the service of passports and services of consular documents, which are included in the passport service consisting of making passports, extending the active period of passports, replacing lost passports and others as well as for the service of consular documents such as making marriage licenses, birth certificates, driver's license certificates (Driver's Licenses) and others.

II Review of Literature

2.1 Employee Performance

Employee performance is proof of work produced in both quantity and quality of an employee in carrying out his duties. In other words, according to the task that has been given by the organization / company. Prayogi and Nursidin (2018) state that performance is a

description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through organizational strategic planning.

2.2 Work from Home

WFH is a work system that is carried out remotely from the office or in other words working from home. The company implements a WFH system to support employee balance between work and other lives. According to Narpati, et al (2021) working from home (WFH) is an employee who carries out his activities or work in the office, transferred the work is carried out at home according to the instructions and responsibilities that have been charged. Whereas in the research of van der Lippe & Lippényi (2020) working from home also allows workers to work longer hours than they should, increasing their working capacity and also experiencing more experience.

2.3 Work Discipline

Work discipline is the behavior of an employee that indicates compliance with company regulations. Improperly applied labor discipline will create problems with employee performance. However, Alameeri et al (2021) state that work discipline is a tool used by managers to communicate with employees in order to increase awareness factors and willingness to comply with all regulations. Krisyanto (2019) state that "work discipline is a rule made by a company or organization, which aims to encourage employees to behave carefully at work so that they can solve a problem.

2.4 Workloads

According to Hidayat and Situmorang (2019) Workload is an activity that must be completed by employees within a predetermined period of time from the company or organization. Meanwhile, Dahnia (2010) define workload as a group or group of activities that an organizational unit must complete. Workload has a negative and significant effect on employee performance, which means that the lower the workload, the higher the employee's performance, and vice versa, the higher the workload, the lower the resulting performance (Reni, 2017).

2.5 Theoretical Framework

The theoretical framework is a conceptual model that displays the relationship between influencing and influencing factors. The theoretical framework made by the author is as follows:

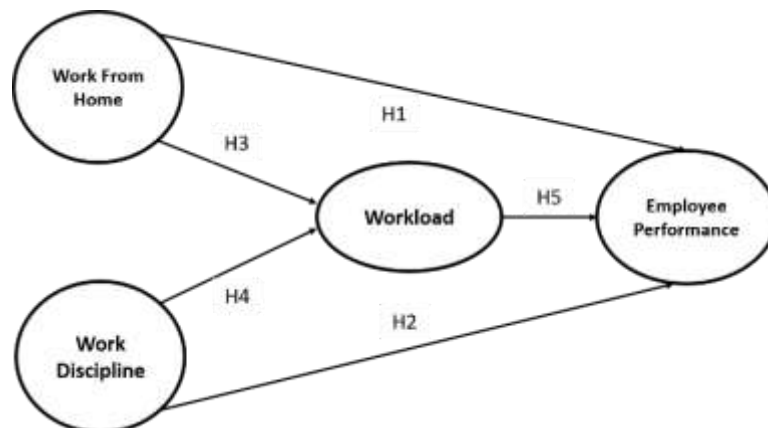


Figure 1. Theoretical Framework

2.6 Hypothesis Development

a. Work from Home and Employee Performance

WFH practice has been shown in most studies to significantly improve worker performance (Bloom et al., 2015; Kazekami, 2020; Revenio et al., 2019; Ulloa-Bermudez, 2018). Popular WFH research on 16,000 employees on Ctrip, a NASDAQ-listed Chinese travel agency, found home working resulted in a 13% performance increase (Bloom et al., 2015). In the research of Salma Sultana, et al (2021) the influence of work from home with employee performance itself, which is often associated with involvement in the WFH environment, there are good employee performance results. Therefore, we propose:

Hypothesis 1 : There is a positive influence of work from home on employee performance at the Consulate of the Republic of Indonesia in Tawau, Malaysia.

b. Work Discipline and Employee Performance

Essentially, every employee recognizes that work discipline is the key to success that must be applied and carried out by each individual because good work discipline will provide smoothness in the process of carrying out work as well as maximum work results within the company (Sunarsi, 2016). Discipline will reflect strength because people who are disciplined in their work are more likely to succeed (Juhana & Haryati, 2013; Saini, 2011; Schrift, 2013). Employees who are highly disciplined and motivated will perform their best tasks, allowing the goals to be met on time. Employee performance will suffer if a leader is unable to engage the discipline and motivation of employee work. Previous research by Jeky, Sofia, and Wehelmina (2018) concluded that workload and work ethic have a positive and significant effect on performance (Candra, 2017). Meanwhile, Razak, et al (2018) stated that discipline is an influence on employee performance because human resource management is the most important, the better the performance discipline, the higher the work performance that can be achieved. Therefore, we propose:

Hypothesis 2 : There is a positive influence of work discipline on employee performance at the Consulate of the Republic of Indonesia in Tawau, Malaysia.

c. The Mediation effect of Workload on Work from Home and Employee Performance

According to Setiawan (2016), excessive workload causes physical and mental fatigue as well as emotional reactions such as headaches, digestive disorders, and irritability. A low workload will lead to boredom and a sense of monotony. Boredom in daily routine work due to insufficient work or work results in a lack of attention to work can potentially harm and lower employee performance. According to Malau's research (2021) states that workload has an effect on employee performance. In the study, Nicholas Bloom et al (2015) reported a significant increase of 13% in the performance of employees who received the Work from Home (WFH) schedule. WFH employees reported significantly higher levels of job satisfaction and psychological attitudes, and their job attrition rates dropped by more than 50%. The results of the analysis of this study show that on the path that shows the relationship between the influence of workload on employee performance. Therefore, we propose:

Hypothesis 3: There is a mediation effect of Workload on work from home and employee performance at the Consulate of the Republic of Indonesia in Tawau Malaysia.

d. The Mediation Effect of Workload on Work Discipline and Employee Performance

The effect of work from home on workload in research by Svedberg, et al (2018) said that the variable working from home affects the variable workload, is associated with a higher chance and the possibility of a mental diagnosis related to workload stress. Compliance and obedience in real attitudes and behavior when achieving the goals that have been set, if supported by high discipline, will result in the success of a job carried out by employees of an organization. Discipline is frequently referred to as punctuality, both when employees enter and leave the workplace, but discipline is an attitude that respects, appreciates, and obeys all applicable regulations, both written and unwritten, and is accompanied by ongoing workplace sanctions. Simamora (2014) state the purpose of discipline is to encourage individuals to improve performance, so if you want to improve performance, high discipline is required, so that the goals that have been set cannot be achieved effectively and efficiently without discipline. Therefore, I propose:

Hypothesis 4: There is a mediation effect of Work from Home on Workload at the Indonesian Republic Consulate in Tawau Malaysia.

e. Workload and Employee Performance

Skill-adjusted workload and job requirements will certainly be able to direct employees to work effectively and efficiently. The relationship between workload and performance is very complex, it can result in both high performance and low performance (Catherine, 2012). Missing workload according to the ability of employees can result in employees not working better or optimally. Workloads that are too low can also have a negative impact on employee performance. If the workload mandated is too low, the employee's capabilities will be underutilized. Furthermore, it can cause boredom, loss of attention and concentration, and decreased sensitivity to the surrounding environment (Saraswati, Dewi, & Piartini, 2017). Sari (2020) argue that simultaneously workload has a significant effect on employee performance. Therefore, I propose:

Hypothesis 5: There is a positive influence of Workload and Employee Performance at the Consulate of the Republic of Indonesia in Tawau Malaysia

III. Research Method

This study used a quantitative approach. The population was the Consulate of the Republic of Indonesia in Tawau Malaysia with 117 employees. As for the technique used, it is probability sampling with simple random sampling to determine the number of research samples using the Slovin Formula with a margin of error of 5% with a total of 90 samples. Data processing is carried out using the SPSS version 25.

Ali, et al (2021) in the process of data analysis researchers using data collected through validity tests, reliability tests, linear regression. The data analysis process in this study uses validity tests, reliability tests, classical assumption tests (there are normality tests, heteroskedasticity tests, multicollinearity tests), multiple linear regression analysis tests, hypothesis tests (there are F tests, T tests, determination coefficient tests).

IV. Discussion

4.1 Respondent's Identity

In this study, there were several types of characteristics of identified respondents categorized by gender, age, education, and length of service.

Table 3. Characteristics of Respondents

Gender	Total	Percentage
Man	70	78,8%
Woman	20	22,2%
Age		
<20 Years	1	1,1%
20-29 Years	11	12,2%
30-39 Years	33	36,7%
40-49 Years	31	34,4%
>50 Years	14	15,6%
Education		
High School/Vocational School	52	57,8%
Diploma	16	17,8%
S1	18	20%
S2	4	4,4%
Length of Service		
0-2 Years	21	23,3%
3-5 Years	19	21,1%
6-8 Years	6	6,7%
>8 Years	44	48,9%

Source: 2021 Data Processing Results

Based on Table 3 above, it can be concluded that out of the total respondents who filled out the questionnaire showed that employees of the Consulate of the Republic of Indonesia in Tawau Malaysia are predominantly male. The age range of respondents <20 years is 1 respondent, then in the age range of 20-29 years as many as 11 respondents, then the age range 30-39 years old as many as 33 respondents, and the age range of 40-49 years as many as 31 respondents, and the age range of >50 years as many as 14 respondents. Respondents who have the last academic education of SMA / SMK consist of 52 people, then respondents who have a Diploma academic education consist of 16 people, then respondents who have S1 academic education consist of 18 people, and respondents who have S2 academic education consist of 4 people. Respondents who span a long service 0-2 years consist of 21 people, respondents who span a long service period between 3-5 years consist of the 19 people, respondents who spanned the length of service between 6-8 years consisted of 6 people and respondents who spanned long work between >8 years consisted of 44 people.

4.2 Descriptive Statistics

In this study, descriptive statistics were used to determine the descriptive characteristics of the research variables, the following are the results of descriptive statistical tests:

Table 4. Descriptive Statistical Test Results

	N	Minimum	Maximum	Mean	Std. Deviation
Work from Home	90	22	39	32,3	4,36135
Work Discipline	90	23	40	33,1556	3,77428
Employee Performance	90	21	35	28,7	3,31307
Workload	90	18	33	27,8889	3,2341
Valid N (list w is e)	90				

Based on Table 4 above, the WFH variable has a minimum value of 22 and a maximum value of 39. The average WFH variable is 32.3000, while the standard deviation value is 4.36135. The average value is greater than the standard deviation value, meaning that the data is well distributed. The work discipline variable has a minimum value of 23 and a maximum value of 23. The average work discipline variable is 33.1556, while the standard deviation value is 3.774428. The average value is greater than the standard deviation value, meaning that the data is well distributed. The employee performance variable has a minimum value of 21 and a maximum value of 35. The average employee performance variable is 28.7000, while the standard deviation value is 3.31307. The average value is greater than the standard deviation value, meaning that the data is well distributed. The workload variable has a minimum value of 18 and a maximum value of 33. The average variable workload is 27.8889, while the standard deviation value is 3.23410. The average value is greater than the standard deviation value, meaning that the data is well distributed.

4.3 Validity Test

This test is carried out by comparing the value of r count with r of the table for *degree of freedom* (df) = n-2, where n is the number of samples. R table will be obtained from the *product moment* table (Ghozali 2006). Validity test results are as follows:

Table 5. Validity Test Results

No	Variable	Indicator	F Count	F Table	Description
1	Work From Home	X _{1.1}	0,614	0,2071	Valid
		X _{1.2}	0,731	0,2071	Valid
		X _{1.3}	0,764	0,2071	Valid
		X _{1.4}	0,786	0,2071	Valid
		X _{1.5}	0,740	0,2071	Valid
		X _{1.6}	0,747	0,2071	Valid
		X _{1.7}	0,724	0,2071	Valid
		X _{1.8}	0,706	0,2071	Valid
2	Work Discipline	X _{2.1}	0,518	0,2071	Valid
		X _{2.2}	0,744	0,2071	Valid
		X _{2.3}	0,678	0,2071	Valid
		X _{2.4}	0,734	0,2071	Valid
		X _{2.5}	0,640	0,2071	Valid
		X _{2.6}	0,661	0,2071	Valid
		X _{2.7}	0,674	0,2071	Valid
		X _{2.8}	0,762	0,2071	Valid
3	Workload	Z ₁	0,708	0,2071	Valid
		Z ₂	0,619	0,2071	Valid
		Z ₃	0,798	0,2071	Valid
		Z ₄	0,713	0,2071	Valid
		Z ₅	0,813	0,2071	Valid
		Z ₆	0,781	0,2071	Valid
		Z ₇	0,747	0,2071	Valid
4	Employee Performance	Y ₁	0,658	0,2071	Valid
		Y ₂	0,627	0,2071	Valid
		Y ₃	0,579	0,2071	Valid
		Y ₄	0,663	0,2071	Valid
		Y ₅	0,642	0,2071	Valid
		Y ₆	0,518	0,2071	Valid
		Y ₇	0,577	0,2071	Valid

Based on the table above, it has a calculated r value that is greater than the r table which has a value of 0.2072, so it can be concluded that the eight question items in the variables work from home, work discipline, employee performance and workload are declared valid.

4.4 Reliability Test

The Reliability Test uses the Alpha coefficient if $(\alpha) > 0.60$ then the items of questions for measuring the observed variables are reliable (Ghozali, 2006). The reliability test results are as follows:

Table 6. Reliability Test Results

Variable	Cronbach's Alpha	Standard Reliability	Description
Work From Home (X1)	0,871	0,600	Reliable
Work Discipline (X2)	0,828	0,600	Reliable
Workload (Z)	0,859	0,600	Reliable
Employee Performance (Y)	0,697	0,600	Reliable

The results of the reliability test show that all variables in this study can be said to be reliable because the *value of Cronbach Alpha* is greater than 0.6. Therefore, it can be concluded that all variable measuring indicators of the questionnaire are reliable, which means that the questionnaire used in this study is a reliable questionnaire.

4.5 Normality Test

The Normality test uses the Kolmogorov test, testing this data to find out whether the residual values are normally distributed.

Table 7. Normality Test Results

		Unstandardized Residual
N		90
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.58059266
Most Extreme Differences	Absolute	.080
	Positive	.080
	Negative	-.068
Test Statistic		.080
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Table 7, the result of normality testing; the results show the *Kolmogorov Smirnov* test has a significance of 0.200 which means greater than 0.05. This means that the regression model is already normally distributed.

4.6 Multicollinearity Test

To see whether there is a high correlation between free variables in a multiple linear regression model in this test using the statistical tool VIF (*Variance Inflation Factor*).

Table 8. Multicollinearity Test Results

Type		Collinearity Statistics	
		Tolerance	VIFs
1	Work From Home	,403	2,480
	Work Discipline	,403	2,480

The multicollinearity test results show that the value of all VIFs of all free variables has a value smaller than 10. This means that the study variables do not show the presence of symptoms of multicollinearities in the regression model.

4.7 Multiple Linear Regression Test

Data analysis in this study used multiple linear regression analysis. The results of multiple linear regression analysis are as follows:

Table 9. Multiple Linear Regression Test Results

Mode 1		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(constant)	5,760	1,912		3,012	0,003
	Work From Home	0,271	0,078	0,357	3,491	0,001
	Work Discipline	0,428	0,090	0,487	4,769	0,000

1. The Work from Home variable coefficient of 0.271 means that if there is an increase in Work from Home by 1%, then Employee Performance will increase by 0.271 or (27%), on the other hand, if there is a decrease in Work From Home by 1%, then Employee Performance will decrease by 0.271 or (27%).
2. The Work from Home variable coefficient of 0.428 means that if there is an increase in Work Discipline by 1%, then Employee Performance will increase by 0.428 or (42%), on the other hand, if there is a decrease in Work Discipline by 1%, then Employee Performance will decrease by 0.428 or (42%).

4.8 T-test (Partial)

A partial test is performed by comparing the statistical value of t with a critical point. The hypothesis will be accepted or rejected if it meets the criteria with a significance level of 0.05 or equal to 5%.

Table 10. T-test results (Partial)

Mode 1		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(constant)	5,760	1,912		3,012	0,003
	Work From Home	0,271	0,078	0,357	3,491	0,001
	Work Discipline	0,428	0,090	0,487	4,769	0,000

The t-test beta coefficients value of 0.271 is positive, with Sig. $0.001 \leq 0.05$. The t-count value is $3.491 \geq$ the t-table is 1.66235. So partially the Work from Home variable has a significant effect on Employee Performance.

The t-test beta coefficients value of 0.428 is positive, with Sig. $0.000 \leq 0.05$. The t-count value is $4.769 \geq$ the t-table is 1.66235. So partially the Work Discipline variable has a significant effect on Employee Performance.

Table 11. T-test Results (Partial)

Mode 1		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(constant)	8,268	2,134		3,858	0,000
	Workload	0,733	0,076	0,715	9,599	0,000

The t-test beta coefficients value of 0.733 is positive, with Sig. $0.000 \leq 0.05$. The t-count value is $9.599 \geq$ the t-table is 1.66235. So partially the Workload variable has a significant effect on Employee Performance.

Table 12. T-test Results (Partial)

Mode 1		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(constant)	8,404	2,243		3,746	0,000
	Work From Home	0,179	0,091	0,242	1,969	0,052
	Work Discipline	0,413	0,105	0,482	3,924	0,000

The t-test beta coefficients value of 0.179 is positive, with Sig. $0.052 \geq 0.05$. The t-count value is $1.969 \geq$ the t-table is 1.66235. So partially the Work from Home variable has a significant effect on the Workload.

The t-test beta coefficients value of 0.413 is positive, with Sig. $0.000 \leq 0.05$. The t-count value is $3.924 \geq$ the t-table is 1.66235. So partially the Work Discipline variable has a significant effect on the Workload.

4.9 Test F (Simultaneous)

The f test (simultaneous) aims to measure the Goodness of Fit of the regression model because the precision of the sample regression function in the actual value can be measured from the *Goodness of Fit*.

Table 13. F Test Results (Simultaneous)

Model		Squares	df	Square	F	Sig.
1	Regression	618,952	2	309,476	75,219	,000 ^b
	Residual	357,948	87	4,114		
	Total	976,900	89			

The results of the analysis of the calculated F test of 75.219 with the degree of freedom df for the numerator / variable (k) = 2 and df for the denominator (n-k) = 90 - 2 is 88, with a significance level of 5%. So that the results showed that the calculated F value of 75.219 was greater than the table F of 3.10 and Sig. $0.000 \leq 0.05$, thus it can be concluded that together

the Work From Home and Work Discipline variables have a significant effect on the dependent variable, namely Employee Performance.

4.10 Test R² (Coefficient of Determination)

The coefficient of determination test is used to measure how far the model is capable of explaining the variation of dependent variables.

Table 14. R² test results

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,796 ^a	,634	,625	2,02838

The value of the *Adjusted R Square* coefficient of determination of 0.625 or in other words the information contained in this study is 62% which can be explained by the model, while the remaining 38% is explained by other variables that have not been contained in the research model or *error*. So, it can be concluded that Employee Performance of 62% is influenced by the variables Work From Home and Work Discipline, while the remaining 38% is influenced by other variables.

V. Conclusion

From the results of the conclusion of research data that has been carried out can be drawn:

- 1 The first hypothesis in this study states that there is a relationship between work from home and Employee Performance. The results show that Work from Home has a significant effect on Employee Performance. Thus, the hypothesis of H1 is accepted.
- 2 The second hypothesis in this study states there is a relationship between work discipline and Employee Performance. The results show that Work Discipline has a significant effect on Employee Performance. Thus, the hypothesis of H2 is accepted.
- 3 The third hypothesis in this study states there is a mediation effect of workload on work from home and employee performance. The results show that Workload has a significant effect on work from home and employee performance. Thus, the hypothesis of H3 is accepted.
- 4 The fourth hypothesis in this study states that there is mediation effect of workload on work from home and employee performance. The results show that workload has a significant effect on Workload. Thus, the hypothesis of H4 is accepted.
- 5 The fifth hypothesis in this study states that there is relationship between work discipline and Workload. The results show that work discipline has a significant effect on employee performance. Thus, the hypothesis of H5 is accepted.

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