

**The Effect of WFH, Position Specifications on Employee Satisfaction
and Its Impact on Employee Performance
PT Titis Sampurna - O&M Prabumulih**

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Abstract

This study aims to determine the effect of work from home (WFH), job specifications on employee work and its impact on the performance of PT. Titis Sampurna – Operation & Maintenance of Prabumulih. The type of research used is associative research. The technique of collecting data in this research is by distributing questionnaires. The research population at PT. Titis Sampurna O & M Prabumulih opened 156 employees and a sample of 112 employees. Analysis of the data used in this study is inferential statistical analysis with a path analysis approach, with a significant level of 5%. The results showed that 1) There was a positive and significant effect of Work From Home (WFH) on the Job Satisfaction of PT. Titis Sampurna O & M Prabumulih, 2) There is a positive and significant influence of Job Specifications on the Work of Employees of PT. Titis Sampurna O & M Prabumulih, 3) There is a positive and significant effect of Work From Home (WFH) on the performance of employees of PT. Titis Sampurna O & M Prabumulih, 4) There is no and significant effect on the performance of employees of PT. Titis Sampurna O & M Prabumulih, 5) There is a positive and insignificant effect of Work from Home (WFH), Job Specifications on Employee Performance through Employee Work objectives as Intervening Variables PT. Titis Sampurna O & M Prabumulih.

Keywords: *Work From Home, Job Specifications, Employee Work Objectives, Employee Performance.*

1. Introduction

Human resources have an increasingly important role in creating a competitive organization in the era of globalization that is and will continue to take place. Without human resources who have high competence in their field of work and responsibility, the organization will fail to realize its extension. Management must give full attention to competency-based human resource management practices, in order to obtain reliable human resources who are able to contribute in generating added value, namely the achievement of organizational goals and the success of the company's business, which is added value for the company and organization. The success of the company is employee satisfaction in carrying out their work.

The spread of the COVID-19 virus in Indonesia has urged the central government and local governments to take preventive steps to break the chain of transmission of COVID-19. One of them is by implementing work from home (WFH). This policy

follows the determination of the World Health Organization (WHO) through a press release from the Director General of WHO, Dr. Tedros Adhanom Ghebreyesus, conveying the determination of COVID-19 as a global pandemic, on Thursday (12/3/2020). The impact of this outbreak itself has an impact on the economic aspect. Some companies reluctantly have to stop their work and some other companies continue to carry out their work but the number of employees is limited and must follow health protocols, therefore each company makes a policy that divides work activities. Some of the employees in the company must still go to work and some are working at home (Work From Home).

To avoid the possibilities that can trigger a decline in company performance, it is necessary to implement a good system, effective supervision, and make the right decisions in improving the quality of work of a company. Kasmir (2016) Employee Performance is the result of work and work behavior that has been achieved in completing their duties and responsibilities given in a certain period.

Employee job satisfaction is a complex problem because it comes from various work elements, such as the type of work, promotions and coworkers who support each other. Employee job satisfaction is a result of an individual's estimate of work or a positive and pleasant experience for him. Sutarto Wijono (2018) suggests job satisfaction as a level of positive and pleasant emotions for individuals.

Work from home or telecommuting work is defined as a flexible work alternative in which employees perform and complete their work and perform their duties and responsibilities, mostly from outside the office building, at home or anywhere else, by using information technology media to complete work and interact with superiors and coworkers. Work from home is one of the terms for remote working, more precisely doing work that is usually done in the office but done from home. So workers do not need to come to the office face to face with other workers (Ashal, 2020).

The success of a company is not something that can be achieved instantly, it is a series of integration processes from the performance of individuals who carry out organizational activities. So the results obtained from this job analysis are expected to be able to produce a good job description, and in accordance with the skills, duties, and abilities and knowledge needed by the workforce to do the job. Cashmere (2019) Job analysis is a systematic way and is able to identify and analyze what requirements will be needed in a job and the workforce needed in a job so that the selected workforce can carry out work properly and responsibly.

The purpose of this study was to determine the effect of Work From Home (WFH) on Job Satisfaction of Kaertawan PT. Titis Sampurna O & M Prabumulih. To determine the effect of Position Specifications on Job Satisfaction of Employees of PT. Titis Sampurna O & M Prabumulih. To determine the effect of Work From Home (WFH) on Employee Performance of PT Titis Sampurna O & M Prabumulih. To determine the effect of Position Specifications on Employee Performance of PT Titis Sampurna O & M Prabumulih. To determine the effect of Work From Home (WFH), Position Specifications on Employee Performance through Employee Job Satisfaction as an Intervening variable at PT. Titis Sampurna O & M Prabumulih.

The benefits of this research for researchers hopefully can provide a practical description of the theory that has been obtained during lectures. For the company, the results of the research may be one of the inputs or information to add library or training materials that can be used for interested parties. And for the Alma Mater, the research results can be one of the sources of reference for further research, especially research that has relatively the same topic.

Colquitt, lePine, and Wesson (in Wibowo 2016), employee performance is a result that contributes both positively and negatively to the completion of organizational goals. And also the quality and quantity of work achieved by a person in carrying out his duties in accordance with his assigned responsibilities. In practice, performance is divided into two types, namely individual performance and organizational performance, individual performance is the performance produced by a person, while organizational performance is the performance of the company as a whole. However, employee performance is an individual performance that supports organizational performance. The factors that affect performance that are in line with this research according to Cashmere (2016) are: work design factor Is a job design that will make it easier for employees to achieve their goals. It can be interpreted that if a job has a good design, it will make it easier for employees to carry out their work properly and right on target.

According to Robbins in (Bintaro and Daryanto 2017) Job satisfaction is a general attitude of an individual towards his job. Work according to interactions with colleagues, superiors, organizational rules and policies, work standards, working conditions and so on. A person with a high level of job satisfaction shows a positive attitude towards that work, otherwise someone is not satisfied with his job shows a negative attitude towards that work. Factors that affect job satisfaction according to Bintaro and Daryanto (2017) are: psychological factors, social factors and physical factors.

Work from home is one of the terms for remote working, more precisely doing work that is usually done in the office is now done from home. So workers do not need to come to the office face to face with other workers (Ashal, 2020). Work and tasks performed remotely, namely from home, need to be understood not only in the category of definition but especially in the category of practice: working at home means experiencing two worlds (private and public, family and work) simultaneously with limited space (Gądecki et al., 2018). The policies that need to be considered in work from home schemes are 1) determining the eligibility criteria for employees involved in work from home schemes. 2) setting technical matters such as scheduling, company support, compensation for employees who do not have the opportunity to work from home and others. 3) setting employee performance measures. 4) management of communication systems for employees who work from home and those who do not have the opportunity to work from home.

According to Hasibuan (2019), job specifications are a description of the minimum quality requirements of people who can be accepted in order to carry out a position properly and competently, also containing a clear summary and definitive qualities required of the position holder. Things that need to be considered in job specifications are: educational requirements, experience, personality traits and physical

abilities.

2. Methodology

Type of Research

This type of research is associative research, namely research that aims to determine the relationship between two or more variables, namely to determine the effect of Work From Home (WFH) and Position Specifications on Employee Job Satisfaction and its Impact on Employee Performance of PT. Titis Sampurna Operation & Maintenance Prabumulih.

Research Location

This research was conducted on Jl. Dempo No.34, Muara Dua, District. East Prabumulih, Prabumulih City, South Sumatra 31113, Tel / Fax. 0713 322969/0713 322980.

Population and Sample

The population in this study were all employees who worked at PT. Titis Sampurna Operation & Maintenance Prabumulih, totaling 156 employees, with a sample of 112 employees.

Required Data

The data used in this study are primary data and secondary data used as supporting data for research.

Data Collection Method

The data collection method in this study is to use a questionnaire which will be given directly to respondents to collect data.

Data Analysis

This study uses inferential statistical qualitative data analysis with a path analysis approach which aims to draw conclusions from the population that has been sampled and analyze the relationship pattern between variables with the aim of knowing the direct or indirect effect between the independent variable (independent) on the dependent variable (dependent).

Analysis Technique

This study uses instrument test analysis techniques, namely validity and reliability tests and path analysis Sugiyono (2015), Path analysis is the development of path analysis. Path analysis is used to test the relationship model between the independent variable and the dependent variable. To find out the direct or indirect relationship between variables, you can use a path analysis diagram. With the structure equation as follows.

$$Y = \beta_{YX_1}X_1 + \beta_{YX_2}X_2 + e_1$$

$$Z = \beta_{ZX_1}X_1 + \beta_{ZX_2}X_2 + \beta_{ZYX_1}X_1 + \beta_{ZYX_2}X_2 + e_2$$

Description:

Y = Employee Job Satisfaction

Z = Employee Performance

X₁ = Work From Home (WFH)

X₂ = Position Specifications

PYX₁ = Path coefficient of Work From Home on Job Satisfaction

PYX₂ = Path coefficient of Position Specifications on Job Satisfaction

PZX₁ = Path coefficient of Work From Home on Employee Performance

PZX₂ = Path coefficient of Position Specifications on Employee Performance

PZX₁X₂ZY = Path coefficient of Work From Home, Position Specifications on Employee Performance through Employee Job Satisfaction

e = error

3. Results and Discussion

Table 1. Coefficients^a - Sub Structure 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.516	1.500		-1.011	.314
1 X ₁	.370	.082	.286	4.521	.000
X ₂	.689	.068	.643	10.159	.000

Source. Data Processing Results, 2022

Table 2. Model Summary - Sub Structure 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.841 ^a	.707	.702	2.175

Source. Data Processing Results, 2022

Looking at the output of Coefficients^a - Sub Structure 1, it can be seen that the coefficients value of the work from home variable is 0.286, indicating that the work from home variable has a positive effect on employee job satisfaction. Meanwhile, the coefficients value of the job specification variable is 0.643, indicating that the job specification variable has a positive effect on employee job satisfaction. The results of the regression analysis above show that the job specification variable has a more dominant effect in influencing the job satisfaction of employees of PT Titis Sampurna O&M Prabumulih.

The amount of Adjusted Rsquare value in table 2 is 0.702, this result shows that the contribution of the influence of work from home variables (X₁) and job specifications (X₂) on employee job satisfaction (Y) is 70.2% while the remaining 29.8% is the contribution of other variables not included in the study. Meanwhile, the value of e₁ can be found using the formula $e_1 = \sqrt{(1-0.702)}=0.5458$. Thus, the structure 1 path diagram is obtained as follows:

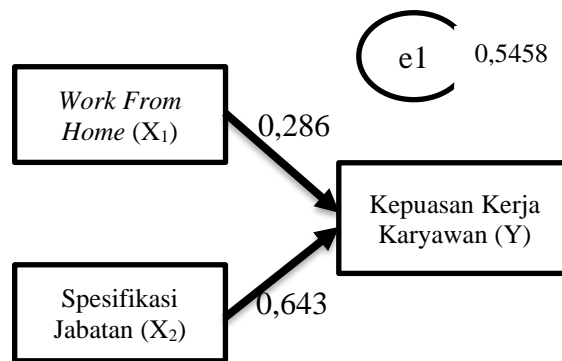


Figure 1. Path diagram of structure 1

Testing Results of Sub Structure 2

Tabel 3. coefficients^a - sub structure 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.928	1.340		5.918	.000
1 X ₁	.390	.079	.302	4.920	.000
X ₂	-.247	.084	-.231	-2.941	.004
Y	.827	.085	.828	9.711	.000

Source. Data Processing Results, 2022

Table 4. Model Summary - Sub Structure 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.877 ^a	.770	.763	1.934

Source: Primary Data Processing Results, 2022

Looking at the Coefficientsa - Sub Structure 2 output, it can be seen that the coefficients value of the work from home variable is 0.302, indicating that the work from home variable has a positive effect on employee performance. Meanwhile, the coefficients value of the job specification variable is -0.231, indicating that the job specification variable has a negative effect on employee performance, and the coefficients value of the employee job satisfaction variable is 0.828, indicating that the employee job satisfaction variable has a positive effect on employee performance. The results of the regression analysis above, show that the employee job satisfaction variable is more dominant in influencing employee performance, while the work from home variable and the job specification variable are factors that support employee job satisfaction in improving the performance of PT. Titis Sampurna O&M Prabumulih employees.

The amount of Adjusted Rsquare value in table 4 is 0.763, this result shows that the contribution of the influence of work from home variables (X1), job specifications

(X₂) and employee job satisfaction (Y) on employee performance (Z) is 76.3% while the remaining 23.7% is the contribution of other variables not included in the study. Meanwhile, the e₂ value can be found using the formula $e_2 = \sqrt{(1-0.763)}=0.4868$. Thus, the structure 2 path diagram is obtained as follows:

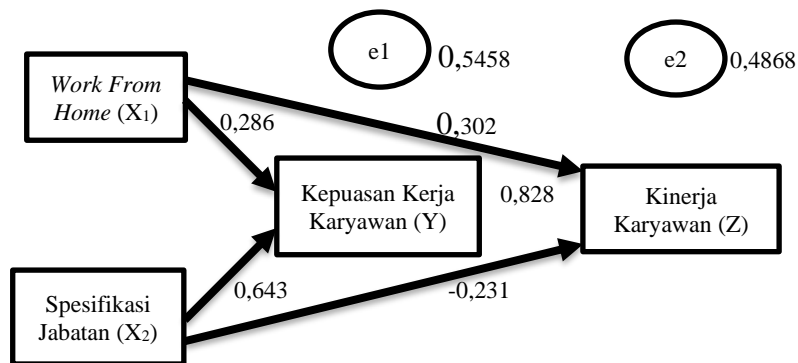


Figure 2. Path diagram of structure 2

Direct Influence

The Effect of Work From Home (WFH) (X₁) on Employee Job Satisfaction (Y)

$$\text{Equation } Y = PYX_1X_1 + e_1 = 0.286$$

The results above show that work from home has a positive and significant effect on employee job satisfaction with a value of 0.286 and a significance value of 0.000 < 0.05. It can be concluded that directly there is a significant influence between the work from home variable (X₁) on employee job satisfaction (Y).

Effect of Position Specifications (X₂) on Employee Job Satisfaction (Y)

$$\text{Equation } Y = PYX_2X_2 + e_1 = 0.643$$

The results above show that job specifications have a positive and significant effect on employee job satisfaction with a value of 0.643 and a significance value of 0.000 < 0.05. It can be concluded that directly there is a significant influence between the job specification variable (X₂) on employee job satisfaction (Y).

Effect of Work From Home (WFH) (X₁) on employee performance (Z)

$$\text{Equation } Z = PZX_1X_1 + e_2 = 0.302$$

The results above show that work from home has a positive and significant effect on employee performance with a value of 0.302 and a significance value of 0.000 < 0.05. It can be concluded that directly there is a significant influence between the work from home variable (X₁) on employee performance (Z).

Effect of Position Specifications (X₂) on Employee Performance (Z)

$$\text{Equation } Z = PZX_2X_2 + e_2 = -0.231$$

The results above show that job specifications have a negative and significant effect on employee performance with a value of -0.231 and a significance value of 0.004 < 0.05. It

can be concluded that directly the position specification variable (X_2) has not been implemented properly and has a significant effect on employee performance (Z).

Effect of Employee Job Satisfaction (Y) on Employee Performance (Z)

$$\text{Equation } Z = PZYY + e_2 = 0.828$$

The results above show that employee job satisfaction has a positive and significant effect on employee performance with a value of 0.828 and a significance value of $0.000 < 0.05$. It can be concluded that directly if employee job satisfaction (Y) increases, it will affect employee performance (Z).

Indirect Influence

The effect of Work From Home (WFH) (X_1) on Employee Performance (Z) with Employee Job Satisfaction (Y) as an Intervening Variable.

$$\text{Equation } Z = (PYX_1X_1) \times (PZYY) + e_2$$

$$Z = (0.286) \times (0.828) + e_2 \\ = 0,234$$

Based on the results of the above calculations, it is known that the value of the direct effect between the work from home variable (X_1) on employee performance (Z) is 0.302 and the indirect effect is 0.234, which means that the value of the indirect effect is smaller than the direct effect, these results indicate that work from home (X_1) through employee job satisfaction (Y) does not significantly affect employee performance (Z).

The Effect of Position Specifications (X_2) on Employee Performance (Z) with Employee Job Satisfaction (Y) as an Intervening Variable.

$$\text{Equation } Z = (PYX_2X_2) \times (PZYY) + e_2$$

$$Z = (-0.231) \times (0.828) + e_2 \\ = -0,191$$

Based on the results of the above calculations, it is known that the value of the direct effect between the job specification variable (X_2) on employee performance (Z) is -0.231 and the indirect effect is -0.191, which means that the value of the indirect effect is greater than the direct effect, these results indicate that job specifications (X_2) through employee job satisfaction (Y) has a significant effect on employee performance (Z).

Total Effect

Effect of Work from Home (WFH) (X_1) on Employee Job Satisfaction (Y)

$$X_1 \rightarrow Y = 0.286$$

The Effect of Position Specifications (X_2) on Employee Job Satisfaction (Y)

$$X_2 \rightarrow Y = 0.643$$

The Effect of Work from Home (WFH) (X_1) on Employee Performance (Z)

$$X_1 \rightarrow Z = 0.302$$

The Effect of Position Specifications (X_2) on Employee Performance (Z)

$$X_2 \rightarrow Z = -0.231$$

The Effect of Employee Job Satisfaction (Y) on Employee Performance (Z)

$$Y \rightarrow Z = 0.828$$

The Effect of Work from Home (WFH) (X_1) on Employee Performance (Z) through Employee Job Satisfaction (Y) as an Intervening Variable

$$X_1 \rightarrow Y \rightarrow Z = 0.302 + 0.234 = 0.536$$

The Effect of Position Specifications (X_2) on Employee Performance (Z) through Employee Job Satisfaction (Y) as an Intervening Variable

$$X_2 \rightarrow Y \rightarrow Z = -0.231 + -0.191 = -0.422$$

Based on the analysis above, the structural equation can be made, namely:

$$Y = 0.286X_1 + 0.643X_2 + 0.5458$$

$$Z = 0.302X_1 + (-0.231)X_2 + 0.234X_1 + (-0.191)X_2 + 0.828Y + 0.4868$$

Discussion

The Effect of Work From Home (WFH) on Employee Job Satisfaction

The results showed that there was a positive and significant influence between work from home variables on employee job satisfaction at PT Titis Sampurna - Operation & Maintenance Prabumulih. The results of partial hypothesis testing with a confidence level of 95%, indicated by the tcount value of $4.251 > t$ table 1.98, while the significant value of $0.000 < 0.05$, so H_a is accepted.

These results can explain that if work from home work from home gets attention by companies such as providing incentives, technical and moral support and development and security of employee data properly from the company will facilitate employee performance which results in employees feeling satisfied with doing work from home. Referring to the respondents' answers to the indicators used for work from home variables, namely, occupational health, work balance and separating homework, the most dominant answer is to agree, so employees still find it difficult to carry out work from home.

This is in line with the theory put forward by Daryanto (2017), the factors that affect employee job satisfaction are psychological factors, social factors, physical factors, and financial factors. One of the factors related to this hypothesis is psychological factors, which are factors related to the psychology of employees which include interest, peace of mind at work, attitude towards work, talent and skills of employees carrying out work during work from home.

Effect of Position Specifications on Employee Job Satisfaction

The results showed that there is a positive and significant influence between job specification variables on employee job satisfaction at PT Titis Sampurna - Operation & Maintenance Prabumulih. The results of partial hypothesis testing with a confidence level of 95%, indicated by the tcount value of $10.159 > t$ table 1.98, while the significant value of $0.000 < 0.05$, then H_a is accepted. These results can explain that by providing job specifications that are in accordance with the work field and educational background of employees, it will increase employee job satisfaction which can improve performance.

The results of this study explain that job specifications are aspects that can

influence and facilitate employee performance which can increase employee job satisfaction. As a review of the high job satisfaction of PT Titis Sampurna - Operation & Maintenance Prabumulih employees, which is influenced by the job specifications given in each job.

This is in line with the theory put forward by Daryanto (2017), the factors that influence employee job satisfaction are psychological factors, social factors, physical factors, and financial factors. One of the factors related to this hypothesis is psychological factors, which are factors related to the psychology of employees which include interest, peace of mind at work, attitude towards work, talents and skills of employees in carrying out their work.

The Effect of Work From Home (WFH) on Employee Performance

The results showed that there is a positive and significant influence between work from home variables on the performance of employees of PT Titis Sampurna - Operation & Maintenance Prabumulih. The partial hypothesis test results with a confidence level of 95%, indicated by the tcount value of $4.920 > t$ table 1.98, while the significant value of $0.000 < 0.05$, so H_a is accepted. These results can explain that with the existence of work from home that supports employee performance, it will thus improve employee performance while working from home.

The results of this study explain that it is true that work from home is an aspect that can influence and facilitate employee performance. As a review of the results of respondents' answers regarding the performance of PT. Titis Sampurna - Operation & Maintenance Prabumulih employees, which is caused by supervision when working from home. Because if it is connected to the general description of respondents' answers which show very high agree and neutral answers, then this proves that many employees admit that it is still difficult to control work during work from home. So that the impact on employee performance has decreased. This can be overcome by giving attention by companies such as providing incentives, technical and moral support and development and employee data security will indirectly improve employee performance.

This is in line with the theory put forward by Kasmir (2016), the factors that affect employee performance are, abilities and skills, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. One of the factors related to this hypothesis is the work design factor, which is a job design that will make it easier for employees to achieve their goals. It can be interpreted that if a job has a good design, it will make it easier for employees to carry out their work properly and right on target.

The results of this study are also in line with research conducted by Nadya Safirasari Setiawan and Achmad Room Fitrianto (2021). The results of the study prove that work from home has a significant effect on employee performance during the Covid-19 period. Employees feel there is no freedom like working from the office and the lack of effectiveness of the application of work from home. Employees depend on work results on company machines. Employee performance is experiencing obstacles. Employees cannot complete work quickly.

Effect of Position Specifications on Employee Performance

The results showed that there was no significant influence between the position specification variables on the performance of employees of PT Titis Sampurna - Operation & Maintenance Prabumulih. The results of partial hypothesis testing with a confidence level of 95%, indicated by the value of $t_{count} - 2.941 < t_{table} - 1.98$, while the significant value of $0.004 < 0.05$, so H_0 is accepted. These results can explain that employee job placement is still not in accordance with the education and background of the employee's field of work. That way it can be resolved by recruiting with regard to educational background and work experience or based on the right man on the right place.

The results of this study explain that job specifications are aspects that can influence and motivate employees who can increase the quantity of employee performance. As a review of the results of respondents' answers regarding the employee performance variable of PT. Titis Sampurna - Operation & Maintenance Prabumulih, which is due to the low job specifications given in each job.

This is in line with the theory put forward by Kasmir (2016), the factors that affect employee performance are, abilities and skills, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. One of the factors related to this hypothesis is the work design factor, which is a job design that will make it easier for employees to achieve their goals. It can be interpreted that if a job has a good design, it will make it easier for employees to carry out their work properly and right on target.

The results of this study are not in line with research conducted by R.A Nurul Azizah (2017). The results showed that both simultaneously and individually Position Descriptions and Position Specifications affect Employee Performance at Bank Bjb Tamansari Branch Bandung. Personally, job description contributes a greater influence on employee performance by 48.5% and the influence is given by the Position Specification variable by 21.3%.

The Effect of Work From Home (WFH), Position Specifications on Employee Performance Through Employee Job Satisfaction as an Intervening Variable

The results showed that there was an indirect but insignificant positive influence between work from home variables and job specifications on employee performance through employee job satisfaction as an intervening variable at PT. Titis Sampurna - Operation & Maintenance Prabumulih. The results of hypothesis testing with a confidence level of 95%, indicated by the value of $t_{count} 19.218 > t_{table} 1.98$, while the significant value is $0.058 > 0.05$. These results can explain that with the variable work from home and job specifications that support employee performance through employee job satisfaction, it will indirectly increase employee work productivity.

This research is in line with research conducted by Kelvyn, Chistopher Khomali, Hosse Fernando, Ellwan Edy Wei and Veri Hartanto (2021). The results of this study prove that the existence of work from home has an influence on the work performance of an employee. A strong and positive relationship and statistical test results were obtained

from a significant relationship between working at home and employee performance. The results of this study also prove that work motivation has an influence on work performance. work motivation is related to work motivation, with the existence of work motivation in an employee can improve their performance.

This is in line with the theory put forward by Kasmir (2016), the factors that affect employee performance are, abilities and skills, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. One of the factors related to this hypothesis is the work design factor, which is a job design that will make it easier for employees to achieve their goals. It can be interpreted that if a job has a good design, it will make it easier for employees to carry out their work properly and right on target.

4. Conclusion

From the results of research and discussion conducted previously, the following conclusions were obtained: Work from Home has a positive and significant effect on employee job satisfaction, this is if working from home work from home gets attention by the company such as providing incentives, technical and moral support and development and security of employee data properly from the company will facilitate employee performance which results in employees feeling satisfied with doing work from home. Job specifications have a positive and significant effect on employee job satisfaction, if employees are given work according to their interests, skills and knowledge, it will increase employee satisfaction which has an impact on increasing employee performance. Directly work from home has a positive and significant effect on employee performance, this is if working from home work from home gets attention by companies such as providing incentives, technical and moral support and development and security of employee data properly will improve performance. Directly job specifications do not influence and are significant to employee performance, this shows that job specifications or employee job placement are not in accordance with the field of work that has been given. Indirectly work from home and job specifications on employee performance through employee job satisfaction have an effect but are not significant. This shows that if work from home and job specifications are given properly through employee job satisfaction, it will not necessarily improve employee performance.

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