

THE EFFECT OF JOB STRESS, WORK FROM HOME POLICY, AND EFFECTIVE COMMUNICATION ON EMPLOYEE PERFORMANCE (A STUDY ON THE QUALITY ASSURANCE DIVISION OF PT. KOBUS SMART SERVICE)

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Abstract – This study aims to analyze the effect of job stress, Work From Home (WFH) policies, and effective communication on the performance of employees in the Quality Assurance division at PT. Kobus Smart Service. The research adopts a quantitative descriptive approach, targeting all 44 permanent employees through a saturated sampling method. Data were collected using surveys and structured questionnaires. The findings reveal that job stress has a significant negative impact on employee performance, indicating that heightened stress levels reduce focus and effectiveness. Conversely, the WFH policy and effective communication exhibit a significant positive influence on performance, suggesting that flexible working arrangements and clear communication enhance productivity and employee satisfaction. These results underscore the importance of stress management strategies, the integration of WFH practices, and fostering effective communication to optimize employee performance. The study contributes both theoretically and practically to human resource management by identifying key factors influencing employee performance in the outsourcing sector.

Keywords: Job Stress, Work From Home Policy, Effective Communication, Employee Performance

INTRODUCTION

Access to financial services has become increasingly convenient with technological advancements. One key innovation is fintech platforms, allowing individuals to apply for loans simply by uploading their ID cards and selfies through an app. According to the Indonesian Joint Funding Fintech Association (AFPI), fintech has significantly impacted the financial industry. It facilitates access to funding for micro and small businesses, enabling them to obtain financing in a short time (AFPI, 2023).

These advancements compel financial companies to continuously innovate. One such effort is enhancing the effectiveness of the collection process, tasked with reminding customers about payment obligations, from pre-due reminders to overdue follow-ups. The performance of this division is measured by its ability to meet payment collection targets. To ensure compliance with company regulations and financial authority standards, the Quality Assurance (QA) division supervises and evaluates the collection team's activities.

Observations of the QA division at PT Kobus Smart Service, collaborating with PT Kredit Pintar Indonesia, reveal challenges in achieving performance targets. According to company data, high evaluation targets and tasks requiring completion beyond regular hours are major sources of employee stress. Evaluation tasks are assigned daily, including on holidays, further increasing the workload. Additionally, the high number of complaints from the collection team requires QA to conduct validations, both administratively and on-site. This situation escalates work pressure, particularly because the collection team operates across three different office locations.

Performance data from 2022 to 2024 highlight significant fluctuations in QA outcomes. Quantitative target achievements have declined annually, although there have been slight improvements in accuracy. High work volume and insufficient time for completion are the primary causes. Employees are forced to work overtime without compensation. Support from management is perceived as inadequate, particularly in terms of transportation for field inspections and communication about standard operating procedures (SOPs). Inconsistent weekly meetings further exacerbate the situation, leading to discrepancies in evaluation standards among team members.

The company's Work From Home (WFH) policy, implemented post-pandemic, has also had mixed effects. Some employees reported reduced focus due to household distractions. Conversely, others found it more productive, as they could complete tasks faster and have more family time. However, the company reduced WFH days from two to one per week, which negatively impacted employee performance. This decline is evident in the annual performance data, which shows a downward trend following the policy adjustment.

Previous studies have revealed varying results regarding the influence of job stress, WFH policies, and effective communication on employee performance. Some research indicates that job stress significantly and negatively affects performance (E Hernawan, 2022). Other studies found that WFH policies have a positive and significant impact (Catherine and Joan, 2022). Effective communication has also been shown to significantly influence employee performance (Maureen and Stevens, 2023).

A pre-survey involving 27 QA employees at PT Kobus Smart Service supports these findings. A total of 94.44% of respondents stated that job stress affects their performance quality. Additionally, 92.59% highlighted that constructive feedback from supervisors improves productivity. WFH policies received positive feedback from 85.2% of respondents, although the reduction in WFH days was seen as a hindrance to performance.

The observations, performance data, and prior research underscore a need for further exploration. Discrepancies in previous studies suggest the necessity of investigating other factors that may influence the relationship between job stress, WFH policies, and effective communication on employee performance. This study aims to address these gaps, providing a deeper understanding of the issues, specifically in the outsourcing sector at PT Kobus Smart Service.

LITERATURE REVIEW

Employee Performance

Employee performance refers to the outcomes achieved by employees in fulfilling their responsibilities and contributing to organizational goals. Fathia (2021) defines it as work results aligned with organizational objectives, while Aniversari (2022) highlights performance as task completion to meet targets. Yulinza and Marilus (2023) expand on this by describing performance as qualitative and quantitative outcomes that reflect an employee's responsibilities.

Various factors influence employee performance, such as workload, workplace conditions, and personal motivation. Septiana and Widjaja (2020) identify key determinants, including job stress, work environment, and workload complexity. External factors like economic and social conditions, along with internal factors such as skills, attitudes, and knowledge, play a critical role (Mangkunegara, 2020).

Performance evaluation often utilizes specific tools and methods. Nguyen et al. (2022) mention Behavioral Anchored Rating Scales (BARS) for assessing work behaviors, Human Resource Accounting methods for evaluating costs and productivity, and Employee Performance Matrices that emphasize balance and transparency. These dimensions provide a comprehensive framework for assessing employee contributions.

Work Stress

Work stress arises from excessive demands and pressures that surpass an individual's coping abilities. Mangkunegara (2022) defines it as emotional strain caused by work-related challenges, which disrupt psychological stability. Aniversari (2022) describes stress as an imbalance resulting in emotional instability, difficulty sleeping, and health problems. Vanchapo (2020) links stress to the mismatch between job requirements and personal capacity.

The impact of work stress manifests both mentally and physically. Symptoms include increased anxiety, irritability, sleep disturbances, and physical issues such as high blood pressure or digestive disorders. Xie et al. (2021) outline dimensions of stress, including task pressure, role ambiguity, interpersonal conflicts, and career development challenges, which collectively reduce productivity and job satisfaction.

Addressing work stress requires proactive strategies. Organizations can mitigate stress by clarifying job roles, balancing workloads, and fostering effective communication. Providing training and resources to enhance employees' resilience can also alleviate stress-related impacts. Such initiatives promote a healthier work environment, resulting in improved performance and well-being.

Work From Home Policy

The Work From Home (WFH) policy allows employees to perform their tasks outside traditional office settings. Racha (2021) describes WFH as a strategy implemented to safeguard employee health during the COVID-19 pandemic. Catherine and Joan (2022) define it as remote work arrangements that enable flexibility in location. Yulianti et al. (2022) highlight WFH as an approach promoting work-life balance and reducing operational costs.

WFH offers flexibility and has demonstrated potential for improving productivity. Wang et al. (2021) outline key dimensions of WFH, including work-home interference, communication challenges, and productivity impacts. While many employees benefit from the flexibility, disruptions at home and ineffective communication can hinder focus and work outcomes.

Post-pandemic, many organizations have retained WFH practices or adopted hybrid models. These policies align with cost-efficiency goals and employee preferences. However, challenges such as maintaining communication quality and managing work-home boundaries remain. Effective WFH policies require clear expectations, support systems, and technological resources to maximize their advantages.

Effective Communication

Effective communication is the process of delivering clear, structured messages that achieve mutual understanding. Laswell (2018) defines it as a transmission of messages with intended effects, while Lestari et al. (2023) emphasize its role in boosting morale, engagement, and productivity. Mu'alimin (2024) describes communication as the exchange of messages using verbal and non-verbal methods to ensure appropriate responses.

Effective communication relies on trust, transparency, and active listening. Tracey (2021) identifies dimensions such as building trust through daily interactions, fostering transparency in leadership, and practicing active listening. These practices ensure clarity, reduce misunderstandings, and strengthen relationships within teams.

Organizations can leverage effective communication to enhance employee performance and satisfaction. Regular feedback, open dialogue, and accessible communication channels contribute to a supportive work environment. By addressing communication gaps, companies can foster collaboration, streamline operations, and improve overall organizational efficiency.

Hypotheses Development and Research Framework

The Impact of Work Stress on Employee Performance

Work stress refers to a state of tension that affects an individual's emotions, thinking processes, and physical condition. It often arises from excessive workloads, tight deadlines, and high job demands. As work stress increases, employees' ability to focus and complete tasks effectively decreases, ultimately leading to a decline in their overall performance.

Previous studies have established a negative relationship between work stress and employee performance. Sharma and Singh (2021) found that high work stress levels significantly reduce employee productivity and effectiveness. Similarly, research by Kim et al. (2023) indicated that employees experiencing elevated stress tend to deliver lower-quality work and achieve less output. Based on these findings, the following hypothesis is proposed:

H1: There is a significant negative relationship between work stress and employee performance.

The Impact of Work From Home Policy on Employee Performance

The Work From Home (WFH) policy allows employees to work from home or any suitable location outside the office, providing flexibility and reducing stress related to commuting. This policy enables employees to balance work and personal life better, improving job satisfaction and productivity. Moreover, during certain conditions, such as a pandemic, WFH minimizes health risks and ensures business continuity.

Research by Nguyen et al. (2021) demonstrated that employees working from home exhibited higher productivity compared to office-based counterparts. Similarly, Martinez and Gomez (2022) highlighted that WFH policies positively impact employee performance by enhancing work-life balance and reducing stress levels.

Given this context, the hypothesis is stated as follows:

H2: There is a significant positive relationship between the Work From Home policy and employee performance.

The Impact of Effective Communication on Employee Performance

Effective communication ensures the timely delivery and clear understanding of information within an organization. It enhances coordination among team members, minimizes misunderstandings, and ensures alignment in goals and tasks. Clear communication also strengthens relationships between employees and managers, fostering a productive and harmonious work environment.

Research by Wang et al. (2021) showed that effective organizational communication significantly improves employee performance. Additionally, Smith and Lee (2022) found a positive relationship between manager-employee communication and job satisfaction, further supporting its impact on performance outcomes.

Consequently, the following hypothesis is proposed:

H3: There is a significant positive relationship between effective communication and employee performance.

Drawing from then hypotheses development, the research framework is depicted on Figure 1.

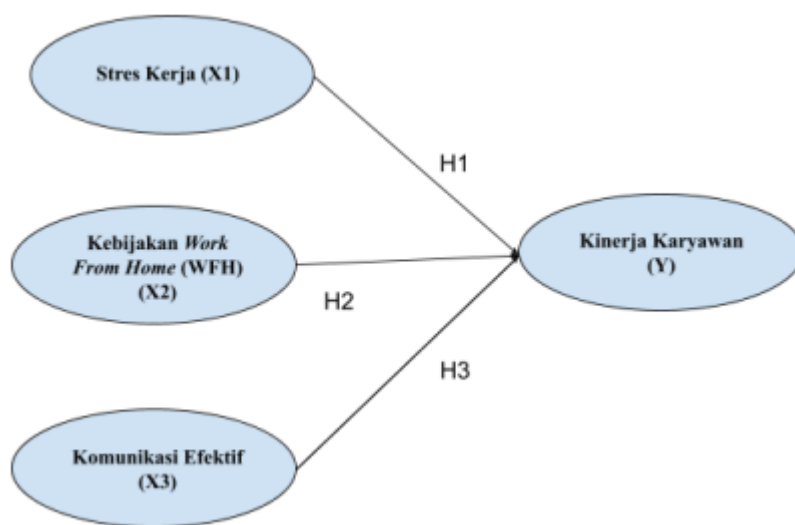


Figure 1. Research Framework

METHODS

Method

This study employed a quantitative approach to investigate the effects of work stress, Work From Home (WFH) policies, and effective communication on employee performance in the Quality Assurance division of PT Kobus Smart Service. The research process involved identifying operational challenges, obtaining company approval, collecting primary and secondary data, and analyzing variables statistically. Data were collected over a period from April to November 2024, using surveys distributed to employees.

Measures and Sampling

The study focused on three primary variables: work stress, WFH policies, and effective communication. Work stress was defined as emotional and physical tension arising from job demands (Mangkunegara, 2022). WFH was conceptualized as flexible work arrangements that enable employees to balance professional and personal life (Racha, 2021). Effective communication was defined as structured, clear message delivery that fosters understanding (Laswell, 2018). The total population of 44 employees in the Quality Assurance division was used as the sample through total sampling.

Data Collection and Analysis

Data were gathered using structured questionnaires designed to measure employees' perceptions of stress, WFH policies, and communication effectiveness. A Likert scale was utilized, ranging from "Strongly Disagree" to "Strongly Agree," to capture responses. Descriptive statistics were

used to summarize the demographic characteristics of respondents, including age, gender, education, and job tenure. Variables were analyzed to identify central tendencies and patterns in responses.

For hypothesis testing, Structural Equation Modeling-Partial Least Squares (SEM-PLS) was applied. The analysis followed two main stages: the outer model, which tested instrument validity and reliability, and the inner model, which evaluated structural relationships between variables. Goodness-of-fit tests ensured model accuracy, and hypothesis testing determined the significance of relationships between variables (Sugiyono, 2019).

RESULTS and DISCUSSION

Respondent's Profile

The respondents of this study consisted of employees from the Quality Assurance division of PT Kobus Smart Service, assigned to PT Kredit Pintar Indonesia. The demographic profile was analyzed based on gender, age, education level, and work tenure, as summarized in **Table 1**.

Table 1. Respondent's Profile

Demographic Profile	Frequency	Percentage (%)
Gender		
Male	22	50
Female	22	50
Age		
< 25 years	8	18.2
25–34 years	20	45.5
35–44 years	16	36.4
Education Level		
High School/Diploma	13	29.5
Bachelor's Degree	31	70.5
Work Tenure		
< 1 year	9	20.5
1–3 years	16	36.4
4–6 years	15	34.1
7–10 years	3	6.8
> 10 years	1	2.3

Source: Output Smart PLS 4, 2024.

Gender: The respondents were evenly distributed between males and females, each representing 50% of the total sample. This balance ensures a diversity of perspectives and approaches within the team. **Age:** The majority of respondents (45.5%) were in the productive age group of 25–34 years, indicating that most employees are at a career stage where they possess both energy and experience. Employees aged under 25 years represented the smallest group (18.2%), reflecting fewer recent graduates in the division. **Education Level:** Most respondents (70.5%) held a Bachelor's degree, demonstrating the company's preference for candidates with higher education qualifications. Employees with high school or diploma-level education comprised 29.5% of the sample. **Work Tenure:** The largest group of employees had been working for 1–3 years (36.4%), reflecting the division's relatively high turnover or employees using the role as a stepping stone. Only 2.3% of respondents had been with the company for over 10 years, indicating limited long-term retention in the division.

Measurement Model Assessment (Outer Model)

At this stage of the analysis, the reliability and validity of the constructs were evaluated using the Partial Least Square (PLS) algorithm. This process aims to ensure that the research model accurately reflects the relationships between the constructs and their respective indicators. The outer loading values of the indicators ranged between 0.704 and 0.902, exceeding the recommended threshold of 0.7 as suggested by Hair et al. (2016). Indicators with outer loadings below this threshold were eliminated to enhance the model's quality and ensure the reliability of the constructs. This process ensures that each indicator sufficiently explains the construct it represents.

Reliability of the constructs was assessed using Cronbach's Alpha and Composite Reliability (CR). Both measures were above the cut-off value of 0.7, indicating internal consistency and ensuring that the constructs were adequately measured. Cronbach's Alpha, often referred to as a measure of lower bound reliability, confirmed the consistency of the indicators within each construct, while Composite Reliability further validated the robustness of the constructs in capturing the intended latent variables.

Convergent validity was evaluated using the Average Variance Extracted (AVE), which measures the extent to which a construct explains the variance of its indicators. An AVE value greater than 0.5 indicates that the construct captures a sufficient portion of the variance in the data. All constructs in this study achieved AVE values above 0.5, demonstrating adequate convergent validity. This suggests that the indicators within each construct are highly correlated and collectively explain the underlying construct.

Overall, the measurement model assessment confirmed the reliability and validity of the constructs for work stress (X1), work-from-home policy (X2), effective communication (X3), and employee performance (Y). Table 2 summarizes the results of the outer loadings, Cronbach's Alpha, Composite Reliability, and AVE for each construct. These findings indicate that all constructs meet the acceptable criteria for reliability and validity, and no further elimination of indicators was necessary.

Tabel 2. The measurement model evaluation for first-order model

Variable	Indicator	Outer Loading	Description
Work Stress (X1)	X1.1	0.811	Valid
	X1.2	0.785	Valid
	X1.3	0.807	Valid
	X1.4	0.811	Valid
	X1.6	0.779	Valid
	X1.7	0.771	Valid
	X1.8	0.820	Valid
	X1.9	0.818	Valid
	X1.10	0.759	Valid
	X1.11	0.764	Valid
	X1.12	0.746	Valid
	X1.13	0.704	Valid
	X1.14	0.739	Valid
	X1.15	0.752	Valid
	X1.16	0.747	Valid
	X1.17	0.784	Valid
	X1.18	0.801	Valid
	X1.19	0.724	Valid
	X1.20	0.755	Valid
	X1.21	0.762	Valid
	X1.22	0.718	Valid
	X1.23	0.762	Valid
Work-from-Home Policy (X2)	X2.1	0.835	Valid
	X2.2	0.819	Valid
	X2.3	0.876	Valid
	X2.4	0.859	Valid
	X2.5	0.875	Valid
	X2.6	0.780	Valid
	X2.7	0.789	Valid
	X2.8	0.711	Valid
	X2.9	0.780	Valid
	X2.11	0.825	Valid
	X2.12	0.720	Valid
	X2.13	0.731	Valid
	X2.14	0.734	Valid

	X2.15	0.737	Valid
	X2.16	0.815	Valid
	X2.17	0.744	Valid
	X2.18	0.768	Valid
	X2.19	0.840	Valid
	X2.20	0.740	Valid
	X2.21	0.816	Valid
	X2.22	0.737	Valid
	X2.23	0.806	Valid
	X2.24	0.788	Valid
	X2.25	0.796	Valid
Effective Communication (X3)	X3.1	0.862	Valid
	X3.2	0.838	Valid
	X3.3	0.757	Valid
	X3.4	0.875	Valid
	X3.5	0.826	Valid
	X3.6	0.853	Valid
	X3.7	0.742	Valid
	X3.8	0.843	Valid
	X3.9	0.758	Valid
Employee Performance (Y)	Y1	0.856	Valid
	Y2	0.811	Valid
	Y3	0.808	Valid
	Y4	0.849	Valid
	Y5	0.806	Valid
	Y6	0.777	Valid
	Y7	0.834	Valid
	Y8	0.786	Valid
	Y9	0.764	Valid
	Y10	0.711	Valid
	Y11	0.803	Valid
	Y12	0.796	Valid
	Y13	0.811	Valid
	Y14	0.827	Valid
	Y15	0.863	Valid
	Y16	0.849	Valid
	Y17	0.843	Valid
	Y18	0.784	Valid
	Y19	0.902	Valid
	Y20	0.878	Valid
	Y21	0.797	Valid
	Y22	0.883	Valid

Source: Output Smart PLS 4, 2024.

Discriminant Validity

The discriminant validity test aims to ensure that each construct in the study is unique and not overly correlated with other constructs. This validation ensures that the indicators used measure the intended construct and are not redundant with others (Hair et al., 2016). Discriminant validity was evaluated using two primary methods: Fornell-Larcker Criterion and Heterotrait-Monotrait (HTMT) Ratio.

The Fornell-Larcker Criterion analysis assesses the square root of the Average Variance Extracted (AVE) values of each construct. To meet the discriminant validity criteria, the square root of AVE for each construct must exceed its correlation with other constructs. The results of the Fornell-Larcker Criterion analysis are presented in **Table 3**.

Table 3. Discriminant Validity: Fornell-Larcker Criterion

Constructs	Stress Workload (X1)	WFH Policy (X2)	Effective Communication (X3)	Employee Performance (Y)
Stress Workload (X1)	0.773	0.724	0.304	0.652
WFH Policy (X2)	0.724	0.887	0.327	0.518
Effective Communication (X3)	0.304	0.327	0.819	0.348
Employee Performance (Y)	0.652	0.518	0.348	0.821

Source: Output Smart PLS 4, 2024.

The table indicates that all constructs satisfy the Fornell-Larcker Criterion, as the square root of AVE for each construct (diagonal values) is higher than the construct's correlations with other variables in the same row or column.

The Heterotrait-Monotrait (HTMT) Ratio evaluates discriminant validity by analyzing the ratio of correlations across constructs compared to correlations within constructs. According to Henseler et al. (2015), an acceptable HTMT ratio should be below 0.90. **Table 4** summarizes the HTMT results for this study.

Table 4. Discriminant Validity: HTMT Ratio

Constructs	Stress Workload (X1)	WFH Policy (X2)	Effective Communication (X3)	Employee Performance (Y)
Stress Workload (X1)	-	0.633	0.270	0.634
WFH Policy (X2)	0.633	-	0.285	0.493
Effective Communication (X3)	0.270	0.285	-	0.328
Employee Performance (Y)	0.634	0.493	0.328	-

Source: Output Smart PLS 4, 2024.

From the HTMT results, all constructs meet the discriminant validity threshold of < 0.90 , confirming that each construct is distinct and measures unique concepts.

Based on the combined results of the Fornell-Larcker Criterion and HTMT Ratio, discriminant validity has been established for all constructs in the model. Thus, no indicators need to be removed due to redundancy or lack of discriminant validity. The next step of analysis involves evaluating the structural model or the inner model.

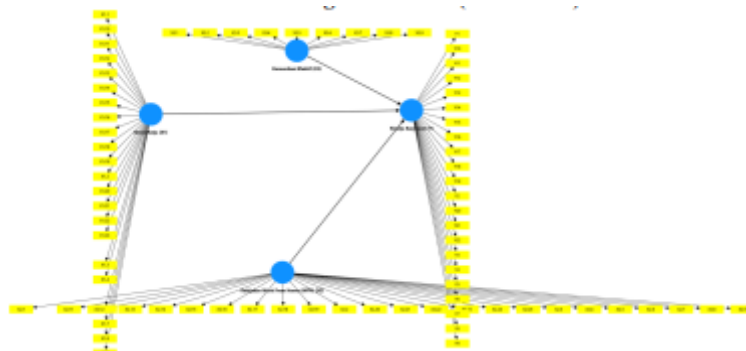


Figure 2. Bootstrapping

Collinearity Assessment

Before conducting the structural model analysis, it is essential to assess collinearity to eliminate any redundancy among observed relationships. The Variance Inflation Factor (VIF) is used for this

purpose. A VIF value below 3.3 indicates the absence of multicollinearity. The collinearity assessment was conducted using the PLS algorithm, and the results confirm that all VIF values are below 3.3. Therefore, redundancy does not occur in the model. Table 5 summarizes the VIF values.

Table 5. Collinearity Assessment

Relationships	VIF
Stress Work (X1) → Employee Performance (Y)	1.274
WFH Policy (X2) → Employee Performance (Y)	1.326
Effective Communication (X3) → Employee Performance (Y)	1.449

Source: Output Smart PLS 4, 2024.

Structural Model Assessment (Inner Model)

The structural model assessment evaluates the predictive accuracy of the developed model. Specifically, parameters such as R^2 , F^2 , and Q^2 are analyzed to measure the model's overall predictive ability. Additionally, hypothesis testing is conducted using bootstrapping procedures with 5000 iterations (Hair et al., 2021). Below are the detailed steps of the inner model analysis:

Predictive Model Assessment

The predictive model assessment begins with evaluating R^2 values, which measure the variance explained by independent variables toward the dependent variable. The interpretation of R^2 values follows the guideline: 0.19 (weak), 0.33 (moderate), and 0.67 (strong). For this study, the R^2 value for Employee Performance (Y) is 0.653, indicating that 65.3% of the variance in the dependent variable is explained by the independent variables: Stress Work (X1), WFH Policy (X2), and Effective Communication (X3).

Table 6. Predictive Model Assessment

Relationships	R^2	Q^2	F^2	Effect Size
Stress Work (X1) → Employee Performance (Y)	0.653	0.296	0.274	Medium Effect
WFH Policy (X2) → Employee Performance (Y)			0.326	Medium Effect
Effective Communication (X3) → Employee Performance (Y)			0.449	Large Effect

Source: Output Smart PLS 4, 2024.

Predictive Relevance (Q^2)

To measure the model's predictive relevance, the Q^2 statistic is calculated using the blindfolding procedure. A Q^2 value greater than 0 indicates that the model has predictive relevance. In this study, the Q^2 value for Employee Performance (Y) is 0.296, which confirms the model's sufficient predictive ability.

Hypotheses Testing (Direct and Indirect Relationships)

The hypotheses testing for direct relationships revealed that all hypotheses are supported based on the P-value < 0.05 threshold. These hypotheses include:

- H1: Stress Work (X1) negatively affects Employee Performance (Y).
- H2: WFH Policy (X2) positively affects Employee Performance (Y).
- H3: Effective Communication (X3) positively affects Employee Performance (Y).

The analysis also assessed indirect relationships to determine mediation effects. The results confirmed that indirect effects via specific variables also meet the criteria for significance. Table 7 summarizes the results of hypotheses testing, including the path coefficients, T-statistics, P-values, and confidence intervals (CI).

Table 7. Hypotheses Testing Results

Hypotheses	Relationships	Path Coefficient	T-Statistics	P-Values	CI (LL)	CI (UL)	Supported
H1	Stress Work (X1) → Employee Performance (Y)	-0.283	3.906	0.000	-0.175	-0.175	Yes
H2	WFH Policy (X2) → Employee Performance (Y)	0.350	0.521	0.002	0.110	0.246	Yes

H3	Effective Communication (X3) → Employee Performance (Y)	0.474	1.158	0.005	0.053	0.055	Yes
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CONCLUSION

The study revealed that work stress negatively and significantly affects employee performance. This finding highlights that conflicts between teams, particularly between the Quality Assurance and Collection teams, are major contributors to work stress, significantly influencing performance. Additionally, the Work From Home (WFH) policy has a positive and significant impact on employee performance. Its success depends heavily on individual readiness and organizational support in maintaining a balance between work and personal life. Lastly, effective communication also positively and significantly affects employee performance, with high-quality communication between team members and supervisors playing a crucial role in supporting productivity.

PT Kobus Smart Service can reduce the frequency of live monitoring activities to minimize conflicts between teams, which are a major source of work stress. The company is encouraged to support work flexibility by subsidizing adequate work equipment, allowing employees to create a comfortable work environment at home. Additionally, improving communication quality through emotional intelligence training and fostering stronger supervisor-employee relationships through regular feedback sessions and team-building activities can further enhance workplace harmony and productivity.

With an R^2 value of 0.653, this study indicates that 34.7% of variations in employee performance are influenced by other variables not included in the current model. Future research is encouraged to incorporate additional variables such as workload, work-life balance, motivation, competence, and authentic leadership, which have shown relevance based on preliminary surveys. Including these variables is expected to provide a more comprehensive understanding of the factors affecting employee performance.

Future studies should also consider adopting qualitative approaches to explore employee perceptions of work stress, WFH policies, and effective communication in greater depth. This approach would allow for a richer exploration of complex factors and provide deeper insights into employees' experiences and perspectives regarding their work dynamics.

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