The Effect of Workload, Work Discipline, and Work from Home System on Employee Performance During the Covid-19 Pandemic

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Keywords	ABSTRACT
Workload, Work Discipline, Work From Home System and Employee Performance.	Human resources play a crucial role in supporting organizational dynamics, relying on collaboration and continuous activities. However, the COVID-19 pandemic has disrupted normal operations, particularly impacting the Secretariat of the PPSDMP Agency of the Ministry of Agriculture. As public servants, they must navigate through increased workloads due to limitations imposed by the pandemic. Employees' work discipline has faced challenges as health concerns take precedence, contributing to a shift to a work-from-home system, unfamiliar to many. This study investigates the impact of Workload, Work Discipline, and the Work From Home System on Employee Performance during the pandemic. Utilizing primary data from 110 employees through questionnaires, the analysis, employing multiple linear regression in SPSS 25.0, indicates a positive and significant effect of Workload, Work Discipline, and the Work From Home System on Employee Performance. The study suggests that government agencies should prioritize these factors to enhance employee performance, recommending adjustments in workload and reinforcing work discipline amidst the ongoing challenges posed by the COVID-19 pandemic. Additionally, it emphasizes the need for accommodating the new work system, particularly for employees unfamiliar with technology, as a cultural shift to improve overall performance during these challenging times.

INTRODUCTION

Human resources are one of the sources of support for the movement of an organization. Because humans are more likely to do everything by working together and always holding activities (Dickdick, Djaka, and Suhenda 2016). The most important element compared to other resources present in the organization is human resources. Even human resources greatly determine the success of an organization by planning, implementing, and controlling the success or failure of an organization. (Hill et al., 2017). The existence of humans here is not only to present physical factors, but also various factors of ability and skills in organizations (Fendy 2013: 15).

Humans in a group or organization must have a variety of different characters, thoughts, and abilities. Therefore, it needs to be organized, managed, and maintained as well as possible in order to increase the effectiveness and efficiency of the organization. This is called the science of Human Resource Management (HRM). Human resource management as the driving center of the organization according to the nature of the people in it. This also makes the organization remain stable, exist, and perform well. (Dickdick et al. 2016:4). In Kasmir's opinion (2016: 6) human resource management is one of the processes of human governance starting from the process of planning, recruitment, selection,

training, improvement, distribution of compensation, safety and health, as well as in maintaining employee work bonds until the end of employment relations or retirement in order to achieve the creation of company goals and increase stakeholder welfare. So human resource management as a process of organizing and utilizing people in an organization or company.

A good human resource management system will shape the "humans" in it to be creative, innovative, productive, and quality so that it will have a good impact on company performance. According to Bukit et al., (2017, p.2) suggests that humans are unique elements and have different characteristics from one another, so human resource management is not something easy. Plus the times and eras are different from previous times, of course, there are very significant differences both in behavior, desire, and others. Therefore, "company leaders" as influencers must really know the types of employees and be extra in managing human resources in a company to increase company success.

At the beginning of March 2020, even today, Indonesia was treated to the presence of the phenomenon of the COVID-19 virus (Coronavirus Disease 19) which caused all community activities to be disrupted and hindered, plus the birth of government policies that require people to move from home and reduce mobility outside the home (PP Number 21 of 2020 &; Permenkes Number 9 of 2020). This has an impact on the company and organization sectors so that they have difficulty adjusting company conditions to the conditions of the COVID-19 pandemic, which has an impact on HR management.

This condition will also have an impact on the performance of the employees produced. According to Prabu in Human Resource Management, Theory of Practice (2008: 67), performance results from work in quality and quantity produced by employees. Employee performance can be said to be the center of an agency's success in achieving goals which are indicated to be influenced by workload, work discipline, and work system. According to Guridno &; Sinambela (2019), Civil Servants are human resources who have a role in determining the success of government administration. Therefore, the performance of Civil Servants is very decisive in achieving success in the field of government as a public servant. Thus, in any situation government employees must always show their performance to the maximum for the community's welfare.

In order for the existence of government agencies to continue to run in the midst of the COVID-19 pandemic, efforts are needed to improve and develop in order to survive in the midst of a pandemic. Therefore, many companies are taking emergency ways to maintain their survival such as workforce reductions, reduction of working hours, and restrictions on activities in the office. Thus, it will have an impact on employees because they will be burdened with even greater work. Workload is the number of tasks that an organizational unit or office holder must complete within a certain period of time. (Sunarso, 2010).

Too much work and limited time and skills will cause less than optimal results. High workload will allow work stress and fatigue to arise so that it can cause employee performance to decrease. Basically, each employee has a different level of ability, some are able to do a large workload, some are unable because the portion of work is excessively charged. But in addition, a low or small workload will also make the abilities that exist in employees not used optimally and optimally, causing boredom and loss of attention to work (Sugiono &; Balqis, 2020)

The presence of the COVID-19 disease outbreak is also a challenge for the level of employee discipline. In the midst of this frightening situation, employees are required to remain disciplined in carrying out their work, regardless of the method. Because one of the indicators of performance appraisal is work discipline. Even according to Hasibuan (2017) one of the keys to achieving company success is to apply consistent discipline. Employees with good disciplinary standards will guarantee high performance appraisals so that their performance will be optimal. However, in fact, during a pandemic like this, many employees do not pay attention to discipline, because they prioritize personal safety and health such as many who arrive late, waste a lot of time by wandering, and leave not on time, so their work is not completed and delayed. This must be the attention of company leaders to fix and re-

improve work discipline for each employee in order to improve employee performance and achieve the success of a company.

Even according to Circular Letter (SE) Number 24 of 2021 concerning Amendments to SE Menpan RB Number 23 of 2021 concerning Adjustments to the Work System of ASN During the Implementation of PPKM during the COVID19 Pandemic Period where during the PPKM period, ASN experienced changes in the work system, namely 50% working from the office (Work From Office) and 50% working from home (Work From Home). Thus, the work system will affect the results of ASN performance.

However, in reality great challenges and obstacles must be faced by employees in implementing this work from home work system. The reason is, not all work can be done from home and not all employees have adequate facilities and internet access. In addition, working from home makes them act indifferent to work and work more at will which is not based on applicable rules. Of course, it will affect the sustainability of the company and the performance produced by employees.

The Ministry of Agriculture is an agency engaged in agriculture that has various parts and UPT in it. One of them is the Echelon II Work Unit, namely the Secretariat of the Agricultural Extension and Human Resources Development Agency (BPPSDMP). Employees of the PPSDMP Agency Secretariat consist of civil servants, honorary personnel, and other supporting personnel. One proof that the PPSDMP Agency Secretariat is successful in carrying out its duties and functions is by looking at the results of employee performance. The following is employee performance appraisal data based on activity performance indicators for the last 3 years from 2018-2020 in table 1.1 below:

Based on the percentage of performance results of employees of the PPSDMP Agency Secretariat above, it can be seen that the average percentage is still up and down. This shows that the performance of employees of the PPSDMP Agency Secretariat of the Ministry of Agriculture has not been optimal in carrying out their duties. The COVID-19 outbreak has made employees of the PPSDMP Agency Secretariat experience changes in work patterns, one of which is by increasing workload. The workload has doubled due to a reduction in working hours and restrictions on activities that affect the achievement of its performance. This condition is also supported by research conducted by Balqis & Sugiono (2020) that workload has a positive and significant effect on employee performance.

In addition, the condition of the COVID-19 pandemic is also a challenge at the level of discipline of employees of the PPSDMP Agency Secretariat. Fear and wanting to always take care of themselves make employees have begun to lack discipline such as arriving late, working casually, leaving not on time, and just absent. So that it can affect the results of their performance achievements, because according to Government Regulation (PP) No. 30 of 2019 the indicator of ASN performance appraisal is to look at their work discipline. So, work discipline is an influence on employee performance in line with research conducted by Oktaviani (2017) where work discipline has a significant influence on employees.

Then, the condition of the COVID-19 pandemic has also made the work system of employees of the PPSDMP Agency Secretariat undergo drastic changes, where employees have to work from home because the government issued a social distancing policy. Work carried out from home has a big challenge because employees must quickly adapt to conditions so that this affects the results of the performance of employees of the PPSDMP Agency Secretariat. This is also supported by Alimuddin's research (2021) that work from home has a major influence on employee performance.

Thus, it is indicated that workload, work discipline, and work from home systems are factors that affect employee performance during the COVID-19 pandemic at the Secretariat of the PPSDMP Agency of the Ministry of Agriculture. Therefore, the author is interested in raising a research topic entitled "The Effect of Workload, Work Discipline, and Work From Home System on Employee Performance during the COVID-19 pandemic".

METHODS

This study applies quantitative descriptive research methods with a focus on analyzing the relationship between variables at the Secretariat of the PPSDMP Agency of the Ministry of Agriculture. This study aims to evaluate employee performance affected by workload, work discipline, and Work From Home (WFH) work system during the COVID-19 pandemic. Data were obtained from literature literature, journal articles, and primary data sources through questionnaires filled out by 110 respondents who were a sample of a population of 150 employees. The research variables involve workload, work discipline, WFH work system, and employee performance. Data analysis includes tests of validity and reliability of questionnaires, as well as tests of classical assumptions. Multiple linear regression analysis is used to test the relationship between variables, with the F test and the coefficient of determination to assess the feasibility of the model. The t test is performed to test the positive and significant effect of the independent variable on the dependent variable. Conclusions are drawn based on the comparison of calculated values with ttables or probability values with a significant level of 0.05.

RESULTS

In this study, validity tests were conducted to assess the suitability of measuring instruments used in measuring workload variables, work discipline, Work From Home (WFH) work systems, and employee performance. The results of the validity test show that the value of Rcalculate (Correlated Item Total Correlation) for all statements on the four variables is higher than the value of Rtabel (0.187), so it can be concluded that the statements in the questionnaire are declared valid. Furthermore, reliability tests using Cronbach's Alpha method showed that the reliability values for each variable (Workload, Work Discipline, WFH Work System, and Employee Performance) were above the 0.60 limit, namely 0.648, 0.799, 0.680, and 0.734. Thus, the instrument used in this study can be considered reliable, because it has met the reliability requirements. These results were obtained from data analysis using SPSS 25 software and provide confidence that the measuring tools used were reliable in collecting data for this study.

Classical Assumption Test

Normality Test

The normality test aims to see whether the distribution of data used in this study is normally distributed or not. The normality test can use the One Kolmogorov-Smirnov test. If the significant value in the KolmogorovSmirnov test is below 0.05, it means that the data is declared abnormal, and if the significant value is above 0.05, it means that the data is normally distributed. The following are the results of the normality test:

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		110
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	1,48880213
Most Extreme Differences	Absolute	,060
	Positive	,060
	Negative	-,040
Test Statistic		,060
Asymp. Sig. (2-tailed)		,200[c,d]

Source: SPSS output 25. One Sample KS, linear regression. Processed 2022

Seen from table 4.13 obtained the value of Asymp.Sig (2-tailed) is 0.200. This means that in accordance with the hypothesis criteria in this study, if the value of Asymp.Sig < α = 0.05 then Ho is rejected, and if Asymp.Sig > α = 0.05 then Ho is accepted.

Based on these hypothetical criteria, an Asymp value is obtained. Sig (2 tailed) = 0.200 > 0.05 then Ho is accepted. Thus all variables in this study, namely Workload, Work Discipline and Work From Home System on Employee Performance are declared normally distributed at the level of significance α = 0.05.

Multicollinearity Test.

The multicollinearity test is used to see if there is a fallacy in the classical assumption of multicollinearity in the regression model. To find out whether or not there is multicollinearity in this regression model, you can look at the Variance Inflation Factor (VIF) number. If the Tolerance number > 0.1 or VIF < 10.00, it is stated that there is no multicollinearity in the model studied. Therefore, the table below shows the results of the multicollinearity test.

Table 2. Multicollinearity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5,874	1,708		3,440	,001		
	Total X1	,133	,054	,154	2,477	,015	,877	1,141
	Total X2	,134	,041	,204	3,251	,002	,856	1,169
	Total X3	,407	,042	,633	9,635	,000	,783	1,277

a. Dependent Variable: Total_Y

Source : Output SPSS 25, Coefficients, linear regression, Processed 2022

Based on table 4.13 (Coefficients), it can be seen in the Variance Inflation Factor (VIF) of each independent variable obtained the following numbers:

a. The VIF number on the Workload variable (X_1) is 1.141 < 10 and the tolerance number is 0.877 > 0.10.

b. The VIF number on the Work Discipline variable (X_2) is 1.169 < 10 and the tolerance rate is 0.856 > 0.10.

c. The VIF number in the Work From Home System variable (X_3) is 1.277 < 10 and the tolerance value is 0.783 > 0.10.

Based on the description above, the author concludes that the regression equation in this study does not occur multicollinearity, so this equation model can be used in this study.

Autocorrelation Test

Autocorrelation tests are used to see if there is a correlation between confounding errors in period t and confounding errors in period t-1 in linear regression models Good regression models should not have autocorrelation. The Durbin Watson Test (DW Test) was selected in the autocorrelation test in this study. If the DW number lies between the numbers DU and 4-DU, then no autocorrelation occurs. Table 2. Below shows the results of the autocorrelation test.

Table 3. Autocorrelation Test Results - Durbin Watson

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,801[a]	,642	,632	1,510	2,038

a. Predictors: (Constant), Total_X3, Total_X1, Total_X2

b. Dependent Variable: Total_Y

Source: SPSS output 25. Model Summary, linear regression. Processed 2022

From table 3. Durbin Watson (DW) number is 2.038, while the DW-Table uses a significant 5% with the number of N (110) and the independent variable is 3 (k = 3) so that DL = 1.633 and DU = 1.745 are obtained. Thus the DW number lies between the DU and 4-DU numbers, this is in accordance with the decision criteria, namely DU < DW < 4-DU (1.745 < 2.038 < 2.255) so that there is no autocorrelation in this study.

Heteroscedasticity Test

This test is carried out to determine whether there is a difference in variance from residuals to one another in the regression model. The method used is the glacier test in this study. When the residual variance is the same, heterokedasticity or homoscedasticity does not occur. The table below is the result of the heteroscedasticity test (glacier test)

Table 4. Heteroscedasticity Test Results

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	2,882	,936		3,080	,003		
	Total_X1	-,051	,029	-,177	-1,743	,084	,877	1,141
	Total_X2	-,002	,023	-,008	-,075	,941	,856	1,169
	Total_X3	-,011	,023	-,051	-,470	,639	,783	1,277

a. Dependent Variable: ABS_RES

Source : SPSS 25 output. Coefficients, linear regression. Processed 2022

From table 4. above produces Sig values for the Workload variable ($X_{1)\,of\,0.084,\,for\,the\,Work\,Discipline}$ variable (X_2) of $_{0.941,}$ and the Work From Home Work System variable ($X_{3)\,of}$ 0.639. Based on these results, the three variables produce Sig values above 0.05, therefore it can be concluded that there is no heteroscedasticity problem.

Model Due Diligence

Test F

Test F in this study uses the ANOVA test to determine whether all independent variables together have a significant influence on the dependent variable. Test results with a significance level of 0.05 are as follows:

Table 5. F Test Results

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	432,953	3	144,318	63,318	,000ᵇ
	Residual	241,602	106	2,279		
	Total	674,555	109			

a. Dependent Variable: Total_Y

b. Predictors: (Constant), Total_X3, Total_X1, Total_X2

Source : SPSS 25 output. ANOVA, linear regression. Processed 2022

From the results of the F test in table 4.16 above, the calculated F value is 63.318 (significant 0.000). The F value of the $_{table}$ is obtained from the value of the free degree (df) as df denominator and df regression (treatment) which is 3 as df numerator with a significant level of 5% (k ; n-k = 3; 110-3 = 3; 107), so that the F value of the$_{table}$ (α = 5%) is 2.69. Since the value of F is $_{calculated}$ > F$_{table}$ (63.318 > 2.69) with a significant level of 0.000 < 0.05 then said Ha is accepted. Therefore, the conclusions in this study are feasible and significant to use, so that the variables workload, work discipline, and work from home system can explain any changes in the value of employee performance variables because they have a significant influence.

Test Coefficient of Determination (R^2)

The Coefficient of Determination Analysis (R^2) is used to see the extent to which the independent (free) variable developed in the study is able to explain the dependent (bound) variable.

Table 6. Coefficient of Determination Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,801ᵃ	,642	,632	1,510

a. Predictors: (Constant), Total_X3, Total_X1, Total_X2

Source : SPSS 25 output. Model Summary, linear regression. Processed 2021

Based on table 4.17 above, the value of the coefficient of determination described in the Adjusted R Square column is 0.632 or 63.2%. This means that the variables Workload, Work Discipline, and Work From Home System have an influence of 63.2% on the Employee Performance variable, then the remaining 36.8% is influenced by other variables outside the regression model and is not analyzed in this study.

Hypothesis Testing t test

The t-test is used to detect the effect of each independent variable on the dependent variable. The test used a significant level of 0.05 and 2 sides. Test the hypothesis between workload, work

discipline, and work from home work system on employee performance can be used by finding t test statistics with criteria comparing calculated t values and t $_{tables}$. For more details, the author describes the results of the t test in table 4.18 below:

Table 7. Test Results t

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,874	1,708		3,440	,001
	Total_X1	,133	,054	,154	2,477	,015
	Total_X2	,134	,041	,204	3,251	,002
	Total_X3	,407	,042	,633	9,635	,000

a. Dependent Variable: Total_Y

Source : Output SPSS 25, Coefficients, linear regression, Processed 2022

Based on table 4.18 above, it can be described as follows:

a. Workload Hypothesis Testing (X_1) on Employee Performance (Y)

Based on the test results in the table above, a$_{calculated\ t\ value}$ was obtained on the workload variable (X_1) of 2.447 with a significant value of 0.015. Then the table t value with df (n-k-1 = 110-3-1 = 106) with a significant level (α = 0.05/2 = 0.025) of 1.98260. So that the value of t$_{is\ calculated}$ above the table t $_{(}$2.477 > 1.98260) and significant value (0.015 < 0.05). This means that H0 $_{is}$ rejected and Ha is accepted. So in conclusion, the workload variable (X_1) has a positive and significant influence on employee performance during the COVID-19 pandemic at the Secretariat of the PPSDMP Agency of the Ministry of Agriculture.

b. Testing the Work Discipline Hypothesis (X_2) on Employee Performance (Y)

Based on the test results in the table above, a $_{calculated}$ t value for the work discipline variable (X_2) of 3.251 was obtained with a significant value of 0.002. Then the table t value with df (n-k-1 = 110-3-1 = 106) with a significant level (α = 0.05/2 = 0.025) of 1.98260. So that the value of t $_{is\ calculated}$ above t$_{table}$ $_{(}$3.251 > 1.98260) with a significant value (0.002 < 0.05). This means that H0 $_{is}$ rejected and Ha is accepted. So in conclusion, the work discipline variable (X_2) has a positive and significant influence on employee performance during the COVID-19 pandemic at the Secretariat of the PPSDMP Agency of the Ministry of Agriculture.

c. Hypothesis Testing of Work From Home System (X_3) on Employee Performance (Y)

Based on the test in the table above, the calculated t $_{value}$ for the work from home system variable (X_3) is 9.636 with a significant value of 0.000. Then the table t value with df (n-k-1 = 110-3-1= 106) with a significant level (α = 0.05/2 = 0.025) of 1.98260.

So that the value of t $_{is\ calculated}$ above t$_{table}$ $_{(}$9.636 > 1.98260) with a significant value (0.000 < 0.05). This means that H0 $_{is}$ rejected and Ha is accepted. So in conclusion, the variable work from home system (X_3) has a positive and significant influence on employee performance during the COVID-19 pandemic at the Secretariat of the PPSDMP Agency of the Ministry of Agriculture.

Discussion

The Effect of Workload on Employee Performance

The results of the analysis in this study found that the value was significantly smaller than the probability limit of the error level used, namely 5% = (0.015 < 0.05) and the results of the t test on t $_{calculate}$ > t$_{table}$ (2.477 > 1.98260) meaning that the Workload variable has a positive and significant influence on the performance of employees of the PPSDMP Agency Secretariat of the Ministry of Agriculture. The higher the workload within normal limits, the greater the enthusiasm and level of focus of employees to complete it, so that employee performance will increase. However, the amount of

workload must remain within reasonable limits and in accordance with the capabilities of employees. Because basically each employee has a different level of ability, some are able to do a large workload, some are unable because the portion of work charged is excessive. In addition, a workload that is too low will also make the existing abilities of employees not used optimally and optimally, causing boredom and loss of attention to work.

The results of the study on the questionnaire distributed by the author to respondents with indicators of targets, work conditions, time use, and type of work resulted in an Average Total Mean of 3.96 which means that the majority of respondents agree with the workload so that there is a positive and significant influence on employee performance.

This result is in line with previous research researched by Diana (2019) which resulted in workload having a significant influence on employee performance because the work must be adjusted to the worker's ability, working conditions, work infrastructure, worker age, and gender in order to create good performance.

The Effect of Work Discipline on Employee Performance

The results of the analysis in this study found that the significance value was smaller than the probability limit of the error rate used, which was 5% = (0.002 < 0.05) and the results of the t test on t $_{calculate}$ > t$_{table}$ (3.251 > 1.98260) meaning that the Work Discipline variable had a positive and significant effect on the Performance of Employees of the PPSDMP Agency Secretariat of the Ministry of Agriculture. According to Hasibuan (2017), discipline is the key to the company's success in achieving its goals. Employees with a good level of discipline can guarantee good performance appraisals so that their performance will be optimal. In addition, work discipline is an indicator of civil servant performance appraisal, so if employees want to get good appraisal results, they must improve their discipline.

The results of the study on the questionnaire given by the author to respondents with indicators of attendance, employee alertness, adherence to work standards, and adherence to work ethics and regulations resulted in an Average Total Mean of 4.00 which means that most respondents agree with Work Discipline so that it has a positive and significant effect on employee performance.

This research is also corroborated by the results of Nova Oktaviani's (2017) research that Work Discipline has a positive and significant effect on employee performance, so employees will do their work purposefully and further improve their performance.

The Effect of Work From Home System on Employee Performance

The results of the analysis in this study obtained that the significance value is smaller than the probability limit of the error rate used, which is 5% = (0.000 < 0.05) and the results of the t test $_{on\ t\ calculate}$ > t$_{table}$ (9.635 > 1.98260) meaning that the Work From Home System variable has a positive and significant effect on Employee Performance. Secretariat of the PPSDMP Agency of the Ministry of Agriculture. The Work From Home system has recently been implemented due to the COVID-19 outbreak which has limited activities and prevented crowds. With this new work system, employees inevitably have to be able to adapt to existing conditions for mutual safety, so that in the future employees will get used to working with this system.

The results of the questionnaire study distributed by the author to respondents with indicators of flexible work environment, work stress, closeness to family, time and cost resulted in an Average Total Mean of 3.92 which means that the majority of respondents agree with the Work From Home Work System, this means that the implementation of the work from home system is considered effective even though the results may not be the same for every employee but it is very clear even though the work from home system tries to maintain performance and maintaining relationships with the office.

The results of this study support previous research conducted by Winda Maharani, et al (2021) which stated that the Work From Home Work System variable has a positive and significant influence on employee performance because this work system is considered easy to do from anywhere, but the biggest obstacle is that there are some employees who are not focused when working from outside and many employees whose infrastructure facilities do not allow to work from home.

CONCLUSION

Based on the results of research on the performance of employees at the Secretariat of the PPSDMP Agency of the Ministry of Agriculture during the COVID-19 pandemic, several things can be concluded. First, the Workload variable (X1) has a positive and significant influence on employee performance, with the largest indicators on targets and types of work. Emphasis on workload factors is important during this pandemic, where high workloads encourage morale and improve employee performance. Second, the Work Discipline variable (X2) also has a positive and significant effect on employee performance, with adherence to work ethics and regulations being the largest indicator. The high level of work discipline contributes to the achievement of achievements and the improvement of employee performance. Finally, the Work From Home (X3) variable has a positive and significant influence on employee performance, with closeness to family as the biggest indicator. However, special attention is needed to the flexible working environment which is the lowest indicator. In conclusion, in the context of a pandemic, attention to workload, work discipline, and the Work From Home work system can help improve employee performance at the Secretariat of the PPSDMP Agency of the Ministry of Agriculture.

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