The Effect of WFH, Kanban, Online, in PT XYZ.-1

by Iman Adi

THE EFFECT OF WORKING FROM HOME POLICY, IMPLEMENTATION OF KANBAN, AND ONLINE MEETING ON EMPLOYEE PERFORMANCE AT PT. XYZ

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ABSTRACT

Since Covid 19 was officially confirmed as a pandemic in early March 2020, the world has taken an initiative efficiency as one of their adjustment strategies towards business continuity. The Indonesian government immediately implemented several policies after the first case of Covid 19 occurred in March 2020. The Indonesian government then launched the Large-Scale Social Restrictions (PSBB) regulation instead of implementing a lockdown. The PSBB itself lasts for fourteen days and between those fourteen days, the provincial government will monitor and evaluate the development of the city's condition. Monitoring is carried out based on the curve of positive COVID-19 cases.

Due to the implementation of this regulation, most of companies are forced to find a strategy to maintain the company's sustainability immediately. Unfortunately, The number of people tested positive for COVID-19 in various regions are still increasing, even after the PSBB. This causes the extension of PSBB period by government or even the regulation changes which are stricter. PSBB has had a major impact on many companies, both private and state-owned. In general, some companies that are considered to have the highest mobility are now in trouble because of the pandemic. There are five main effects of the COVID-19 pandemic for companies in Indonesia.

The first effect of this pandemic is the shifting of company's financial system to zero-based budgeting. The second is a massive laid-off for the sake of company's efficiency. The third one is decreasing productivity experienced by various companies and the fourth is profitability depreciation of the company. Even for some companies were forced to stop their business due to bankruptcy since they have no back-up plans to survive during pandemic. Meanwhile, several surviving companies have to apply work-from-home policy as well as several other attributes such as online meetings and the use of Kanban as their important medium to maintain productivity and performance.

This research attempts to analyze and tests the result of employee performance at PT. XYZ when working from home (WFH), using Kanban projects, and online meetings and the impacts towards their performance. This research is a correlational study which aims to analyze the influence between the dependent variable and the independent variable. There are three independent variables here; work from home policy, implementation of Kanban project, and Online meeting. Meanwhile, the dependent variable is employee performance. The research instrument uses a questionnaire, and testifies using multiple linear regression methods, moreover, it also conducts classic assumption analysis & hypothesis test. The result showed that there was an effect of Working-From-Home policy on performance which was 0.76, 0.05 for Kanban implementation, and Online meeting was 0.06, where the simultaneous effect on employee performance was 78.39.

Key Words : *Work from home, Kanban project, Online meeting, Performance*

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INTRODUCTION

During COVID-19 crisis, companies assign at least their white-collar employees to work from home. In fact, almost all big companies implement this policy. In the United States, since the United Nations announced that Covid 19 was a pandemic, several major technology companies such as Google, Apple, Microsoft, IBM, Facebook, Twitter, and others have also implemented Work-From-Home policy.

This was quite a shocking experience for all of us. The Policy makers, government, NGOs, including businessmen, all could not predict this incident nor did they think that working from home was an effective solution for this humanitarian test. In fact, many assume that working from home makes employees more productive than when they work in the office as usual. However, not a few are also pessimistic about the implementation of this Work-From-Home policy.

This reality is more accurately called as productivity rather than efficiency. Working from home reduces the mobility and commute times of workers, which on the other hand blurs the line between work and personal life. However, even so, the company still loses its productive time and the employees are motivated to be more disciplined and are expected to be able to chase the target even though they are working from home.

As it was stated by Peter B. Samuel (2021) that the COVID-19 crisis does have 2 different sides, there are negative and positive impacts. The pandemic phenomenon forces companies to deal with the reality of efficiency but also benefits more or less because there is a Work-From-Home operating model. If they are able to make this operating model sustainable, the company will have the opportunity to increase performance.

In the middle of Working-From-Home hype, several productivity media have emerged that are used for online team work. The first is Kanban, which is a board for work activities that are shared with other employees in the team so that work targets are achieved. Not a few also have a chat column for communication and some also provide video-based meeting features. Some of them are Trello, Slack, Lark, Jetbrains, KanbanFlow, Monday, etc. In addition, for the purposes of online meetings and discussions, the term online meeting is commonly used. Some of the tools that are often used for online meetings are Zoom Cloud Meeting, Microsoft Teams, Google Meet, and so on.

This research then focuses more on the performance of employees at PT. XYZ implementing a work from home policy, uses Kanban, and utilizes online meetings with various tools. The parameter is the role of technology in its business operations from a scientific point of view. Researchers will try to place the role of each variable and analyze its influence and make presentations in graphs and data visualization. The analytical media used are Python and SPSS.

LITERATURE REVIEW

This pandemic can also be called as The Great Shock since its inception. In less than three months, there have been 118,000 cases in 114 countries, including Indonesia. Covid-19 has caused a global economic depression that affects the economy of individuals, households, micro, small, medium and large companies, and even affects the country's economy with a local, national and even global scale of coverage (Kusumastuti A., 2020).

Since the outbreak of human-to-human transmission in Wuhan, China, on December 31, 2019, the coronavirus-2019 (COVID-19) infection that caused Severe Acute Respiratory Syndrome–Coronavirus 2 (SARS-Cov-2) became a global pandemic. Transmission of this virus is suspected to be related to the sale of meat from wild animals or captive animals in the seafood market

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(Cui, et al., 2019). Common symptoms found by patients are fever, cough and myalgia or fatigue. Specific symptoms are cough with phlegm, headache, hemoptysis (coughing up blood) and diarrhea. Complications include acute respiratory distress syndrome, acute cardiac injury and secondary bacterial infections (Huang et al., 2020). To date, the amount of information about this virus is increasing every day and more and more data on transmission and its route, reservoir, incubation period, symptoms and clinical outcomes, including survival rates are being collected worldwide (Corman et al., 2020).

The focus of handling the COVID-19 pandemic around the world diverts people's attention from psychosocial factors that will then be borne by individuals as a consequence of the pandemic. Mental health problems that arise due to the COVID-19 pandemic can then develop into health and economic problems that can lasts a long time and also has the potential to cause a heavy social burden. The status of a public health emergency defined by WHO and continued with enforcement

social distancing and self-quarantine as well as limiting community mobilization,

have the potential to have long-term impacts on people's mental health (Gao et al., 2020; Pfefferbaum & North, 2020; Spoorthy, et al., 2020).

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Complications include acute respiratory distress syndrome, acute cardiac injury and secondary bacterial infections (Huang, et al., 2020). Until these days, the amount of this information increases every day and there are more data regarding transmission and its route, reservoir, incubation period, symptoms and clinical outcomes, including survival rates are being collected worldwide (Corman, et al., 2020).

The focus of handling COVID-19 around the world diverts people's attention from psychosocial factors that will be endured by individuals as a consequence of the pandemic. Mental health problem that arises due to COVID-19 can develop into health and economic problems which can last longer and also have the potential to cause a heavy social burden. The status of a public health emergency defined by WHO and continued with enforcement social distancing and self-quarantine as well as limiting community mobilization,

This will be quie potential to give long-term impacts on people's mental health (Gao et al., 2020; Pfefferbaum & North, 2020; Spoorthy, et al., 2020).

The latest statistic updated on May 27, 2021 showed that the number of Covid cases in the world are still high, as it is illustrated through this following image.
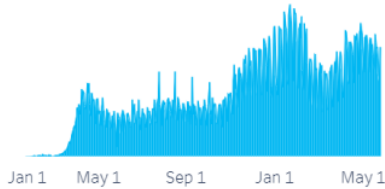
New Positive Cases

531,674

▲ 17.1% vs previous day
453,976
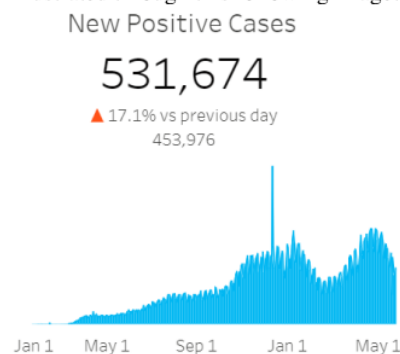
Graph 1. Covid19 Case per 27/05/21
Source: Tableau Public Global Data

New Deaths

12,826

▲ 45.5% vs previous day
8,813

Graph 2. Death Rate per 27/05/21
Source: Tableau Public Global Data

From those two graphs above, it illustrates that new positive cases and death rates are still high. For more details which countries are currently affected by the pandemic with high positive cases, please refer to the data from the Tableau Public Glabal Data below by the author of the Coronavirus (Covid19) (source: public.tableau.com-Coronavirus COVID-19 Cases | Tableau Public).

New Positive Cases

Graph 3. Global Spread Covid-19
Source: Tableau Public Global Data

graph 3 illustrates that India has the highest positive cases of Covid-19, with a total of 208,921 new cases and a death toll of 4,157. If this is ncluded in the cumulative number, the number of positive COVID-19 cases in India will be 27,157,795 and the death rate will be 311,388.

Meanwhile, positive cases of in Indonesia are still high as shown in the following graph.

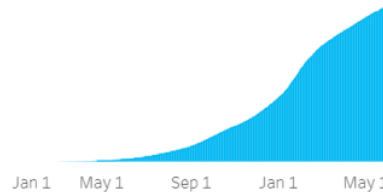Graph 4. New Positive Cases in Indonesia as of 27/05/21

Source: Tableau Public Global Data
Meanwhile, cumulatively until May 27, 2021, there were 1,786,187 positive cases as shown in graph 5 below. Missing ","

Cumulative Positive Cases

1,786,187

▲ 0.3% vs previous day
1,781,127

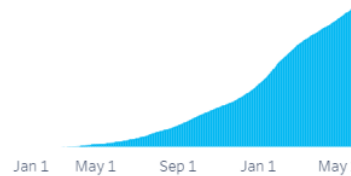Graph 5. Cumulative Positive Cases in Indonesia
Source: Tableau Public Global Data
Where the cumulative death rate in Indonesia from March 2020 to May 2021 is 49,627 people.

Cumulative Deaths

49,627
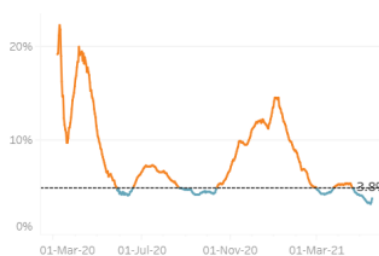
▲ 0.3% vs previous day
49,455

Graph 6. New Positive Cases in Indonesia as of 27/05/21
Source: Tableau Public Global Data
Many are shocked by this Covid19. Even the United States is still not completely free from the virus that became pandemic.

POSITIVITY RATE

Grafik 7. Positivity Rate di USA per 01/03/21.
Sumber: Tableau Public Global Data

It can be seen from graph 7 above that the positive number is still high in America where the highest positive number reached 22% occurred on March 11, 2020 with the highest death rate of 3,329 occurred on January 16, 2021.

Surely, by looking at the infographic above, many companies then take a stand and make work from home policies, activate Kanban, and they conduct online meetings.

On the other hand, although the health and economic problems in the pandemic era gets worse, the investment in overcoming them has not resulted in a significant improvement, which is characterized by a lack of resources and services as well as a large treatment gap and lack of resources.

Maintaining physical distancing causes a lot of public anxiety. However, in this case vulnerability occurs in people who have a risk of depression and individuals who live in solitude. Feelings of alienation due to social distancing and self-isolation have interfered with normal activities (Megatsari, et al., 2020). The COVID-19 pandemic has triggered a global economic crisis that is likely to increase the risk of suicide related to unemployment and economic stress.

Feelings of uncertainty, hopelessness, and worthlessness increase suicide rates. In Tangerang City, for example, a 20-year-old youth allegedly committed suicide because his workplace was not operating due to the COVID-19 pandemic situation (Singgih, 2020), economic growth which decreased dramatically to minus 5.32% in the second quarter of 2020 resulted in the possibility of Indonesia is entering the economic deep (Bramasta, 2020).

Based on the COVID-19 response policy and a number of protocols that have been made, the government must optimize the integration of mental health services that already exist in the national health system (Jeong et al., 2016; Ridlo & Zein, 2015). Mainly with a public health-based approach and strengthening primary health services (Megatsari, et al., 2019). These efforts can expand the scope of mental health services that are very much needed, especially during the COVID-19 pandemic. Fair coverage of health services for all communities will encourage public confidence in the handling of the COVID-19 pandemic (Ayuningtyas, et al., 2018; Sumiharti & Laksono, 2013; Zein, et al., 2020). During this pandemic, one of the popular policies adopted by the world's big technology companies such as FAANG (Facebook, Amazon, Apple, Netflix, Google) is implementing a work from home policy. According to Peter B. Samuel (2020) The first step in implementing the work from home policy is to create a complete and comprehensive matrix. Productivity measures should be situational in the unique context in which the function, process or team operates. A team needs to develop its situational productivity measurement.

It is considered wrong to focus on precision and accuracy rather than objectivity and practicality. The most effective measures are those that are simple, objective, and purposeful. The key is not to equate with normal activities before the pandemic, but rather to focus on results with the following parameters; activities that are in accordance with business objectives, acceleration of results based on error rate whether rework is necessary or not, overall costs for operations.

By focusing on this parameter, the measurement on the matrix will show objective and clear results. After that visualize the matrix in a dashboard. Tell the team whether there is a need for improvement and check regularly. Then, ask the team to make adjustments to the work environment. This will motivate them to make simple changes to improve communication and accountability on an ongoing basis from

the technology aspect, to the technique, to organizing people within the organization.

Because it is basically a complex relationship with people, technology, techniques, and processes. It demands constant change on an ongoing basis which is part of change management.

It is also necessary to understand that this is a journey and not a destination. There is an old saying that one success will create another success. When a team or organization tries to encourage productivity quickly in early of the journey by undertaking a certain initiative, there can be an interrelated aspect of the problem failing to shape that is vital to morale and ongoing investment.

Furthermore, about work from home, there are many interesting facts that researchers have found in the field. Iva Marinova (2021) has revealed several statistics regarding work from home policies which include; 55% of global businesses implement work from home (remote work), 18% of employees use telecommunications full-time, 77% of telecommuters feel more productive, 37% of employees who are WFH (remote workers) say that the best way to increase productivity is to take regular breaks, 30% of telecommuters can save more than before, $11,000 is the average savings per employee in a year achieved by companies that implement WFH, in America, employees who WFH can earn as much as $4,000 a year, 99% of employees in America and Europe want to continue telecommuting (WFH) alone even after the pandemic is over.

Now let us look at another fact, a comparison between WFH (remote working/telecommute) before and after the pandemic, so that we can get an idea that this novel coronavirus has had such an impact on the workforce.

Sourced from the US Census Bureau and the Bureau of Labor Statistics, there were already 4.7 million people working from home or from anywhere (remote workers) before the COVID-19 pandemic, so 1% or around 0.8 million remote workers have existed since 2015.

In addition, based on a survey of Gartner, Inc. (2020), it states that there are around 88% of organizations worldwide that require their employees to work from home (work from home) after COVID-19 was declared a pandemic. As a result, there are about 97% of these organizations which immediately, cancel all their official trips.

Even it is quite surprising, Global Workplace Analytics states that in America remote worker employees reached up to 173% between 2005 and 2018. Gartner also explained that 86% of companies worldwide now have policies (policy) in dealing with pandemic related to corona virus.

The majority of companies have formulated their policies where 48% of them use their "sick leave" then "vacation leave", the last option is leave/permit related to COVID-19. However, 20% of companies increased the composition of their leave, especially for employees affected by the coronavirus. In addition, 18% of companies provide leave/permission for employees who need to take care of their children at home because schools are closed. So we can say that leave and permit are given and then working from home is applied permanently.

In the context of pandemic and remote working, all employees and operations denote service as one. They learn to reduce their dependence on colleagues and aim to manage the workload as independent as possible.

That is why, in this case, in order to regulate, manage, and also direct this new complex reality, it is necessary to develop a mechanism to conduct work-tracking. One of the most recommended tracking tools according to David J. Anderson (2020) is the use of virtual Kanban boards. Individual contributor and their team can use virtual Kanban systems to visualize work and track the entire work from start to finish.

Each team member enables to operate their own backlog as well as contribute to other teams by tracking activity in the Kanban system that is widely available online. This method requires employees individually and in teams to work as a service of one where they can also have their own Kanban board as a task-management tool related to the project being worked on. Some of the popular Kanban tools are Trello, Slack, Teams, Monday, etc.

Aside from work-from-home and Kanban, there are also other policies, namely online meetings and online training (webinars). This is related to the activity of maintaining the company's performance and also the productivity of its employees.

Maila (2006) states that performance is a professional activity of doing something, using something, based on certain conditions, certain processes, using standard communication methods, and focusing on goals and results. Performance is an actual work conducted in order to ensure that the organization achieves its mission. In short, performance includes inputs, conditions, process elements, outputs, consequences and feedback. Because the possibility of the emergence of variance in the product/service is large, Maila

(2006) explains further that the final product will be measured based on 4 things; quantity, quality, cost risk factors and time.

Research Conceptual Framework

The purpose of this framework is a framework or chart describing the relationship between those developed concepts. The conceptual framework aims to ease the research process so that it is more directed in accordance with the objective (Fatchurrozi, 2013). The conceptual framework in this study is as follows.
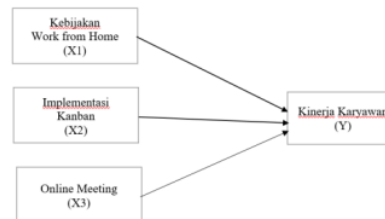

Fig. 1. Conceptual Framework
Source: Writer's proposition, 2021
Note:
X1: Work-from-Home Policy
X2: Kanban Implementation
X3: Online Meeting
Y: Employee's Performance
→: Correlational Relationship (Impact)

Hypothesis Development

Based on the description and conceptual framework above, the following hypothesis can be formulated:
H1: Work from Home Policy affects Employee Performance
H0 : Work from Home Policy has no effect on Employee Performance
H2: Kanban implementation affects employee performance
H0: Kanban implementation has no effect on Employee Performance
H3: Online Meeting Affects Employee Performance
H0: Online Meeting has no effect on Employee Performance
H4: Work from Home Policies, Kanban Implementation, and Online Meetings have an effect on Employee Performance

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H0: Work from Home Policy, Kanban Implementation, and Online Meeting have no effect on Employee Performance.

RESEARCH METHOD
Population and Sample

The sample used in this study is a population of employees of the company PT. XYZ as many as 64 people, which is based on Arikunto's perspective (2019, p. 104) arguing that if the total population is less than 100 people, then the sample should take whole (use population), but if the population is greater than 100 people, then it can be taken sample 10-15% or 20-25% of the total population.

Research Method

In this study, researchers used multiple linear regression testing. Where both instrument and hypothesis will also be investigated. The instrument will be tested using the classical assumption test, including; multicollinearity test, heteroscedasticity test, and normality test. Meanwhile, in order to testify the hypothesis, researchers will use the term "t" test and "F" test.

RESULTS

Before analyzing regression results, it is necessary to testify the classical assumption with the following results.

Validity test shows that all question items in the questionnaire are valid.

Validity Test X1

r xy	t hitung	Ttabel	Ket.
0,42	3,64	1,67	Valid
0,55	5,14		Valid
0,69	7,48		Valid
0,67	7,12		Valid
0,57	5,44		Valid
0,68	7,23		Valid
0,37	3,15		Valid

Validity Test X2

r xy	t hit.	t tabel	Ket.
0,53	4,96	1,67	Valid
0,66	6,91		Valid
0,58	5,64		Valid
0,70	7,78		Valid
0,47	4,22		Valid
0,68	7,40		Valid
0,29	2,43		Valid

Val. Test X3

r xy	t hit.	t tabel	Ket.
0,70	7,75	1,67	Valid
0,67	7,02		Valid
0,49	4,46		Valid
0,58	5,67		Valid
0,28	2,32		Valid
0,55	5,21		Valid
0,38	3,28		Valid
0,49	4,38		Valid

Validity Test Y

r xy	t hit.	t tabel	Ket.
0,45	3,93	1,67	valid
0,55	5,23		valid
0,78	9,93		valid
0,73	8,41		valid
0,70	7,73		valid
0,84	11,95		valid

Fig. 2. Variable Validity Testing
Source: Python output, 2021

From Figure 2, it can be seen that all t counts are above the t table, so it implies that all question items on the research instrument are valid.

Next, the reliability test also shows that are approximately the same with the validity test.

Reliability Test X1

Pearson (r1/2 r1/2)	0,80
Spearman Brown	0,89
r Tabel	0,24
r stats	0,80
sig.	0,05
r stats > r tabel	reliable

Reliability Test X2

Pearson (r1/2 r1/2)	0,73
Spearman Brown	0,84
r Table	0,24
r stats	0,73

sig.	0,05
r stats > r table	reliable
Reliability Test X3	
Pearson (r1/2 r1/2)	0,61
Spearman Brown	0,76
r Table	0,24
r stats	0,61
sig.	0,05
r stats > r table	reliable

Fig. 3. Variable Reliability Testing
Source: Python output, 2021

The next test is the normality test. Since the sample is below 100 respondents in this study, the Liliefors test will be used, there is a test to check whether the research instrument is normally distributed or not. Here is the result.

Liliefors X1

Liliefors Stats	0,102
Df	0,050
Liliefors	0,886
Liliefors Table (L0)	0,111
Conclusion	Normal

Liliefors X2

Liliefors Stats	0,000
Df	0,050
Liliefors	0,886
Liliefors Table (L0)	0,111
Conclusion	Normal

Liliefors X3

Liliefors Stats	0,000
Df	0,050
Liliefors	0,886
Liliefors Table (L0)	0,111
Conclusion	Normal

Liliefors Y

Liliefors Stats	0,086
Df	0,050
Liliefors	0,886
Liliefors Table (L0)	0,111
Concusion	Normal

Fig. 4. Variable Normality Testing
Source: Python output, 2021

The data above shows that L0 is greater than L arithmetic so that it infers that all research instruments are normally distributed.

After the classical assumption test, the next step is to check whether there are symptoms of heteroscedasticity or not. The heteroscedasticity test here is intended to ensure that the instrument traits used in this study is homogeneous so that the variance is minimal.

Heteroscedasticity Testing

	Coeff.	SE	t Stat	P-value
Intercept	-3,72	8,19	-0,45	0,65
X Var. 1	-1,17	2,92	-0,40	0,69
X Var. 2	-0,42	3,20	-0,13	0,90
X Var. 3	2,39	1,80	1,33	0,19

Fig. 5. Heteroscedasticity Testing
Sumber: Python output, 2021

From the results above, it implies that the value of the WFH variable is 0.69, the Kanban variable is 0.90, and the Online Meeting variable is 0.19 which is greater than the 0.05 alpha so that it can be stated that there are no symptoms of heteroscedasticity in this study.

Then the results show that the regression equation is approximately as follows.

Y=0,12+0,76X1+0,05X2+0,06X3 R2=0,80
SE(1,77)(0,08)(0,09)(0,05) F**=78,39
t*(0,07)(9,55)(0,52)(0,97)

Fig. 6. Regression Equation
Source: Python output, 2021

Regression Statistics

Multiple R	0,89
R Square (goodness of fit)	0,80
Adjusted R Square	0,79
Standard Error	1,67
Observations	64

Fig.7. Multiple Linear Regression Test
Source: Python output, 2021

From the regression equation and the testing above, the average coefficient shows a positive value, which means that there is no negative effect (opposite direction) and everything is in the same direction between the independent and dependent variables. Seen from the magnitude of

the coefficient, it means that with Kanban variable assumption and online meeting do not give any changes, then if there is an increase in work-from-home activities as much as 12 times, employee productivity will increase by 76%.

Likewise, for the Kanban coefficient, with other assumption independent variables has no change, as a result, if the use of Kanban as much as 12 times it will increase employee performance by 50%. This is also for the interpretation of the coefficient of online meetings, assuming the other independent variables do not change, then every 12 online meetings will increase employee performance by 60%.

For the next testing, as a complement to the data analysis in this study, is a hypothesis testing.

Hypothesis testing, namely the t test, was carried out to analyze whether there was an effect between the x variable on the y variable partially.

t-Test

	X1	Y
Mean	3,56	3,53
Variance	0,32	0,36
Observations	64,00	64,00
Pooled Variance	0,34	
Hypothesized Mean Diff.	0,00	
df	126,00	
t Stat	0,28	
P(T<=t) one-tail	0,39	
t Critical one-tail	1,66	

	X2	Y
Mean	3,46	3,53
Variance	0,29	0,36
Observations	64	64
Pooled Variance	0,33	
Hypothsz. Mean Diff.	0,00	
Df	126,00	
t Stat	2,89	
P(T<=t) one-tail	0,25	
t Critical one-tal	1,66	

	X3	Y
Mean	3,04	3,53

Variance	0,28	0,36
Observations	64	64
Pooled Variance	0,32	
Hypothesized Mn. Diff.	0,00	
df	126,00	
t Stat	4,99	
P(T<=t) one-tail	0,00	
t Critical one-tail	1,66	

Fig. 8. t Testing Output
Source: Python output, 2021

From Figure 8, it implies that t stat is greater than t table and p value is greater than alpha (0.05) so it can be concluded that all the independent variables including WFH variable of 2.28, Kanban of 2.89, and Online Meeting of 4.99 partially has significant effect on the dependent variable, which is employee performance.

The next step is to testify the hypothesis simultaneously, namely the F test.

F-Test

ANOVA	df	SS	MS
Regression	3	653,60	217,87
Residual	60	166,76	2,78
Total	63	820,36	

F	78,39
Sig.F	9,81

F.INV.RT(p,df1,df2)	2,76
df1: sum var - 1	3
df2: sum sample-sum var-1	59

Fig. 9. Variable F Testing Output
Source: Python output, 2021

As we can see from Figure 9, the F stats of 78.39 is greater than the F table of 2.76 which it can be concluded that all the independent variables, namely Work from Home, Kanban, and Online Meeting have significant effect on the dependent variable, namely Employee Performance. This section becomes foundational source to conclude all the research activities which will be presented in the next chapter.

CONCLUSION AND SUGGESTION

Conclusion

The result of the study taken from various series of testings enable researchers to elaborate some findings as conclusion and opinions as suggestion.

The first conclusion is that from the result of multiple linear regression testing, it infers that the Work-from-home policy has an effect on employee performance at PT. XYZ. Where the same conclusion also applies to the two other independent variables, namely Kanban Implementation, and Online Meeting. Partially, they have an effect on the dependent variable through the t test, then from the hypothesis testing in the F test it can be concluded that either Work-from-home policy, Kanban Implementation, or Online Meeting variables have a significant effect on employee performance simultaneously.

Suggestion

From this study, the researchers are encouraged to give suggestions for the next studies. Additional variables need to be included so that the range of hypothesis and the results can be applied to a wider scope. In addition, of course, Work-from-home policy can be continued to research on eventhough in fact it is operationally effective and considered to be efficient, but there are still some indicators that are not covered in this study. For the implementation of Kanban, it is quite sustainable, because in this study, it implies that it effectively represents the research assumptions, considered as a result of study. So, it is highly recommended to keep on using Kanban as productivity tool to improve employee performance. Online meeting as communication alternative in the pandemic era can be a solution, where the result of this study also showed a good score. So based on that, the researchers suggest to continue using online meeting facilities such as Zoom, Microsoft Teams, Discord, Slack, etc.

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