

## Work From Home And Millennials Employee Performance: A Systematic Review

### Bekerja Dari Rumah Dan Kinerja Karyawan Milenial: Sebuah Tinjauan Sistematis

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#### ABSTRACT

*The shift toward Work from Home (WFH) arrangements following the COVID-19 pandemic has significantly transformed workplace dynamics, especially affecting millennial employees who now make up the largest segment of the global workforce. This study aims to systematically review existing literature to understand how WFH influences the performance of millennial workers. Utilizing the PRISMA method, a total of 20 peer-reviewed journal articles published between 2020 and 2023 were selected through a rigorous screening process from major databases including Scopus, ScienceDirect, and Google Scholar. The review sample includes studies primarily using quantitative methods and focused on organizational behavior, human resources, and remote work performance. Findings reveal that WFH has both positive and negative effects on millennial performance, with key influencing factors including digital competency, organizational support, motivation, and work-life balance. The study offers practical implications for organizations seeking to optimize remote work strategies for millennials and provides a foundation for future research on generational performance in digital work environments.*

**Key Words:** Work from Home; Employee Performance; Millennials; Systematic Literature Review

#### ABSTRAK

Pergeseran ke arah pengaturan Bekerja dari Rumah (WFH) setelah pandemi COVID-19 telah secara signifikan mengubah dinamika tempat kerja, terutama yang mempengaruhi karyawan milenial yang sekarang merupakan segmen terbesar dari tenaga kerja global. Penelitian ini bertujuan untuk meninjau literatur yang ada secara sistematis untuk memahami bagaimana WFH mempengaruhi kinerja pekerja milenial. Dengan menggunakan metode PRISMA, sebanyak 20 artikel jurnal yang telah diulas oleh rekan sejawat yang diterbitkan antara tahun 2020 dan 2023 dipilih melalui proses penyaringan yang ketat dari basis data utama termasuk Scopus, ScienceDirect, dan Google Scholar. Sampel tinjauan mencakup studi yang terutama menggunakan metode kuantitatif dan berfokus pada perilaku organisasi, sumber daya manusia, dan kinerja kerja jarak jauh. Temuan menunjukkan bahwa WFH memiliki dampak positif dan negatif terhadap kinerja milenial, dengan faktor utama yang memengaruhi termasuk kompetensi digital, dukungan organisasi, motivasi, dan keseimbangan kehidupan kerja. Studi ini menawarkan implikasi praktis bagi organisasi yang ingin mengoptimalkan strategi kerja jarak jauh untuk generasi milenial dan memberikan landasan untuk penelitian masa depan tentang kinerja generasi dalam lingkungan kerja digital.

**Kata kunci:** Bekerja dari Rumah; Kinerja Karyawan; Generasi Milenial; Tinjauan Literatur Sistematis

#### 1. Introduction

Since the outbreak of the COVID-19 pandemic, which has affected nearly every country worldwide, profound disruptions have reshaped various dimensions of organizational performance and workforce dynamics (Polii et al., 2023). Among the most transformative shifts has been the widespread and accelerated adoption of Work from Home (WFH) policies across both public and private sectors (Pamungkas, 2020). In an urgent effort to maintain business continuity while safeguarding employee health, organizations were compelled to rapidly reconfigure traditional workplace structures (Mandagi et al., 2023; Raintung et al., 2024). This abrupt transition to remote work environments demanded employees to quickly adapt to new modes of working, requiring them to manage a complex intersection of professional duties,

digital competencies, and domestic responsibilities. These evolving conditions have frequently presented significant challenges to productivity, motivation, and overall well-being (Udin, 2020; Guleria, 2020), thereby raising critical questions about the sustainability and effectiveness of remote work arrangements—particularly for generational cohorts such as millennials who now constitute the largest share of the global workforce.

While the primary objective of WFH was to reduce physical interaction and curb viral transmission, it has since evolved into a potential long-term workforce strategy aimed at enhancing job satisfaction, institutional commitment, and work-life balance (Guleria, 2020; Belzunegui-Eraso & Erro-Garcés, 2020; Waworuntu et al., 2022). Organizations increasingly recognize that employee performance in remote contexts is shaped by a constellation of factors—ranging from technological infrastructure and organizational support to individual adaptability and psychological resilience (Prodanova & Kocarev, 2021; Rampen et al., 2023; Wulur & Mandagi, 2023).

The millennial generation—those born between 1981 and 1996—has been particularly affected by this transformation. Making up an estimated 46% of the global workforce by 2020 (Seta A. Wicaksana, 2020), millennials are often perceived as digitally adept and highly adaptable. However, the assumption that technological fluency translates into seamless remote performance overlooks the nuanced challenges they face. While millennials may be well-versed in digital tools (Jensen, 2017), many of them experienced a jarring transition from traditional office settings to remote work environments, which in some cases led to feelings of isolation, motivational decline, and performance variability (Belzunegui-Eraso & Erro-Garcés, 2020; Prodanova & Kocarev, 2021).

A growing body of empirical research has examined the effects of WFH on millennial employee performance across diverse geographic, organizational, and sectoral contexts. These studies generally indicate mixed outcomes: some highlight enhanced flexibility and productivity, while others reveal negative consequences, such as emotional fatigue, communication breakdowns, and the erosion of team cohesion (Pamungkas, 2020; Udin, 2020; Guleria, 2020). Quantitative methods dominate this area of inquiry, with five out of six reviewed studies employing statistical analyses to capture the structured relationships between variables (Seta A. Wicaksana, 2020; Prodanova & Kocarev, 2021). Notably, these findings suggest that the effectiveness of WFH arrangements is mediated by factors such as organizational support, work motivation, employee well-being, and adaptability to technology (Belzunegui-Eraso & Erro-Garcés, 2020; Jensen, 2017).

Given the growing prominence of WFH and the strategic importance of millennials in the workforce, this study addresses a critical gap in the literature by synthesizing current research on how remote work affects millennial performance. The rationale is twofold: first, to offer theoretical contributions that deepen our understanding of remote work dynamics in the post-pandemic era; second, to provide practical insights that inform HR practices, remote work policies, and workplace wellness initiatives.

The objective of this study is to present a comprehensive analysis of how WFH influences millennial employee performance, based on an integrative assessment of peer-reviewed studies. Specifically, this review aims to: (1) map the distribution of research on WFH and millennial performance; (2) characterize performance outcomes under WFH conditions; (3) identify prevalent research methodologies; (4) analyze key challenges reported in the literature; (5) synthesize main findings; and (6) determine the most influential factors affecting performance in remote settings.

By answering these questions, this study seeks to contribute not only to the academic discourse on remote work and generational workforce dynamics but also to the practical implementation of more effective, context-sensitive WFH policies. Furthermore, the findings have implications for future research directions, curriculum development in organizational

psychology and human resource management, and interdisciplinary dialogues spanning management, psychology, information systems, and labor economics.

## 2. Methodology

To conduct a comprehensive literature study on the impact of WFH on millennial employee performance, a systematic literature review (SLR) approach is employed. The SLR method is designed to explore, identify, evaluate, and interpret existing research studies by focusing on a defined phenomenon and relevant research questions (Triandini et al., 2019). the first step in implementing the slr method is the formulation of research questions, which are developed based on the predetermined research topic.

The second stage involves the search process, aimed at retrieving relevant data to answer the research questions. This was carried out using the Google Scholar database by applying targeted keywords, including Work From Home, Employee Performance, Impact of Work From Home, Millennial Employee Performance, and Work From Home for Millennials.

The third stage is data analysis, in which the collected articles were reviewed using a descriptive analysis method. This involved initially outlining the factual information in each study, followed by a deeper analysis of relevant definitions and conceptual understandings (Habsy, 2017). From the initial search on Google Scholar, 35 research articles were identified. A skimming technique was applied to screen for relevance, resulting in the exclusion of 11 articles that did not meet the time frame criteria set by the researcher. An additional 3 non-journal articles were removed as they did not meet the quality standards of scholarly sources. A further 12 articles were excluded because they were not directly related to millennial employees. In the final screening stage, 3 articles were omitted for lacking specific findings and discussions on millennial performance during WFH. Consequently, **6 journal articles** were selected as the final dataset, which were then synthesized to support this study.

The fourth stage is the Quality Assessment (QA), which evaluates the selected articles based on specific criteria. The QA criteria for this study include: (QA1) Was the article published between 2015 and 2022? (QA2) Does the article address the impact of WFH on millennial employee performance? and (QA3) Does the article include results and discussions specifically focused on millennial performance during WFH? Each article is assessed based on a binary system: "Yes" (meeting the criteria) or "No" (not meeting the criteria).

The fifth stage is data collection, in which the researcher selects articles that align closely with the research topic. The final stage is data analysis, where the collected data is analyzed systematically and thoroughly in accordance with the formulated research questions. This structured approach ensures the reliability and academic rigor of the review, ultimately offering valuable insights into the relationship between WFH and millennial employee performance.

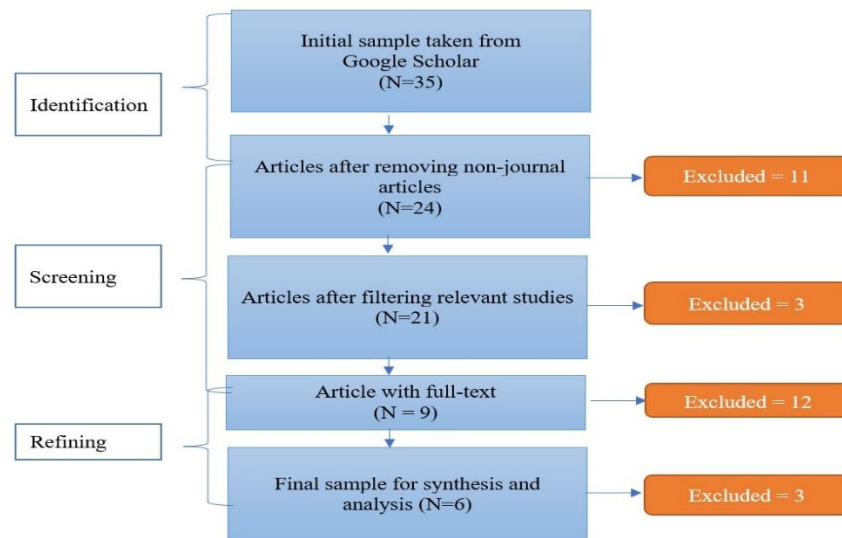


Figure 3.1 Research Flowchart

### Discussion

#### 1. Distribution of journals that discuss the impact of WFH on the performance of millennial employees.

Based on Research Question 1, the Systematic Literature Review (SLR) identified six relevant journal articles selected for in-depth analysis. To address RQ1: the distribution of journal articles discussing the impact of work from home (WFH) on millennial employee performance the following findings were obtained:

**Table 4.1 Distribution of journals that discuss the impact of WFH on the performance of millennial employees**

No	Journal Name	Article Title	Indexes
1	Journal of Economics and Business	Increasing the Productivity of Millennial Workers During COVID-19 through Teamwork, Perceived Organizational Support, and Employee Well-Being	Google Scholar
2	Journal of Insurance and Financial Management	The Impact of Remote Work During the COVID-19 Pandemic on Millennial Employee Performance: Evidence from the Indonesian Banking Industry	Google Scholar
3	Scientific Journal of Management, Economics, and Business	The Influence of WFH (Work From Home) and WFO (Work From Office) on Employee Performance Effectiveness During the COVID-19 Pandemic	Google Scholar
4	SAINS: Journal of Management and Business	The Influence of Work From Home on Employee Performance in Batam	Google Scholar
5	Ecodemica Journal: Journal of Economics, Management, and Business	Work-from-Home Culture During the COVID-19 Pandemic: Its Impact on Employee Productivity in the Retail Industry	Google Scholar
6	Journal of Social and Science	Analysis of the Work-from-Home Method on Employee Performance in Non-Essential Sector Companies During the Pandemic	Google Scholar

Based on the analysis of journal distribution, it can be concluded that research on the impact of WFH on millennial employee performance has been conducted using diverse approaches in terms of geographical location, industrial sectors, and research methodologies.

These findings provide a comprehensive overview of how WFH influences the performance of millennial employees across various organizational and contextual settings, highlighting the multidimensional nature of the phenomenon and the need for further exploration in different work environments (Triandini et al., 2019).

## 2. The Impact of WFH on Millennial Employee Performance

Based on the findings from the selected journal addressing the second research question regarding the performance of millennial employees under the implementation of the Work WFH method, the following results were obtained:

**Table 4.2 Millennial Employee Performance During Remote Work**

No	Level	Authors & Year	Research Title	Research Object
1	Good	Rahayu (2021)	Increasing the Productivity of Millennial Workers During COVID-19 through Teamwork, Perceived Organizational Support, and Employee Well-Being	Millennial Worker Groups
		Hafshah et al. (2022)	The Impact of Remote Work During the COVID-19 Pandemic on Millennial Employee Performance: Evidence from the Indonesian Banking Industry	Employees of PT. Bank Mandiri
		Ibadhi & Tambunan (2022)	The Influence of WFH (Work From Home) and WFO (Work From Office) on Employee Performance Effectiveness During the COVID-19 Pandemic	Employees in Tangerang
		Widjaja et al. (2021)	Work-from-Home Culture During the COVID-19 Pandemic: Its Impact on Employee Productivity in the Retail Industry	Employees of PT. Asiana Anugerah
2	Average	Khomali et al. (2021)	The Influence of Work from Home on Employee Performance in Batam	Working students
3	Poor	Sutrisno et al. (2021)	Analysis of the Work-from-Home Method on Employee Performance in Essential Sector Companies During the Pandemic	Employees in Essential Sector Companies

The performance of millennial employees under the implementation of the WFH method generally shows favorable (4 journals) to moderate outcomes (1 journal), particularly when supported by factors such as organizational support, employee well-being, and the ability to adapt to new work cultures. However, several studies also highlight cases where WFH has a negative impact on performance, especially in situations where adequate support is lacking or when the nature of the job requires physical presence. Therefore, the effectiveness of WFH in enhancing or maintaining millennial employee performance is highly dependent on the work context and the level of support provided by the organization.

## 3. Commonly used methods in studies on the impact of WFH on millennial employee performance

Based on Research Question 3 (RQ3), which explores the most commonly employed research methods in studies examining the impact of Work From Home (WFH) on millennial employee performance, the following methodological approaches have been identified:

**Table 4.3 The most commonly used method.**

No	Author(s)	Title	Method
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1	Muna & Rahayu	Increasing the Productivity of Millennial Workers During COVID-19 through Teamwork, Perceived Organizational Support, and Employee Well-Being	Quantitative
2	Hafshah et al.	The Impact of Remote Work During the COVID-19 Pandemic on Millennial Employee Performance: Evidence from the Indonesian Banking Industry	Quantitative
3	Tambunan	The Influence of WFH (Work From Home) and WFO (Work From Office) on Employee Performance Effectiveness During the COVID-19 Pandemic	Quantitative
4	Khomali et al.	The Influence of Work From Home on Employee Performance in Batam	Quantitative
5	Widjaja et al.	Work-from-Home Culture During the COVID-19 Pandemic: Its Impact on Employee Productivity in the Retail Industry	Quantitative
6	Sutrisno et al.	Analysis of the Work-from-Home Method on Employee Performance in Non-Essential Sector Companies During the Pandemic	Qualitative

The quantitative method emerges as the most frequently employed approach in research investigating the impact of Work From Home (WFH) on millennial employee performance, with five out of six studies adopting this methodology. In contrast, only one study utilized a qualitative approach. The dominance of quantitative methods reflects a prevailing tendency among researchers to apply structured and measurable techniques, enabling objective analysis of the relationships between variables (Triandini et al., 2019). This preference underscores the value placed on empirical rigor and generalizability when assessing the implications of remote work arrangements for millennial workers.

#### 4. What issues have been identified in studies on the impact of work from home on millennial employee performance?

Based on Research Question 4 (RQ4), the issues identified in the selected journals regarding the impact of WFH on millennial employee performance are summarized in the table below.

**Table 4.4 issues identified in the selected journals regarding the impact of WFH on millennial employee performance**

No	Journal Type	Authors	Issues
1	Jurnal Ekonomika dan Bisnis (ISSN: 2356-2439, 2021)	Rahayu	Issues arising from the pandemic have created numerous dilemmas for companies or organizations related to employee performance when implementing work from home methods.
2	Journal of Insurance and Financial Management (2022)	Hafshah et al.	Various studies have been conducted, but the results remain inconclusive, and prior research on the impact of WFH on millennial employees is still limited.
3	Jurnal Ilmiah Manajemen, Ekonomi dan Bisnis (E-ISSN: 2809-1981)	Ibadhi	Technological advancements have enabled employees to be more productive. The

			implementation of Hybrid Working may have effects on all types of businesses.
4	SAINS: Jurnal Manajemen dan Bisnis (E-ISSN: 2541-1047)	Khomali et al.	Implementing WFH can cause employees to feel alienated due to a perceived isolation from the lack of interaction with coworkers.
5	Jurnal Ecodemica: Jurnal Ekonomi, Manajemen, dan Bisnis (ISSN: 2355-0295, 2021)	Widjaja et al.	WFH policies may also negatively affect a country's economic growth. WFH has both positive and negative implications for companies and employees alike.
6	Jurnal Sosial dan Sains (E-ISSN: 2774-700X, 2021)	Sutrisno et al	How non-essential companies can implement WFH methods considering limitations such as work access and network availability.

Key issues identified include performance management dilemmas, uncertainty in previous findings, technological adaptation challenges, employee isolation, economic drawbacks, and infrastructure limitations. These highlight the complex and multifaceted impact of WFH on millennial employee performance, with both positive and negative dimensions.

### 5. Main findings from studies examining the impact of WFH on millennial employee performance

Based on Research Question 5 (RQ5), which explores the findings of studies on the impact of Work From Home (WFH) on millennial employee performance, the following results have been identified:

**Table 4.5 Research findings obtained**

No	Journal Type	Researcher(s)	Key Findings
1	Jurnal Ekonomika dan Bisnis (2021)	Muna et al.	Teamwork and employee well-being are essential for productivity; emotional support was lacking during COVID-19.
2	Journal of Insurance and Financial Management (2022)	Hafshah et al.	Flexible work arrangements during COVID-19 improved employee performance.
3	Jurnal Ilmiah Manajemen, Ekonomi dan Bisnis	Ibadhi et al.	No significant effect of WFH or WFO on employee performance.
4	SAINS: Jurnal Manajemen dan Bisnis	Khomali et al.	Work environment, satisfaction, and motivation positively impact performance.
5	Jurnal Ecodemica (2021)	Widjaja et al.	WFH positively and significantly affects employee productivity.
6	Jurnal Sosial dan Sains (2021)	Sutrisno et al.	WFH led to decreased performance, affecting overall productivity.

The performance of millennial employees under Work From Home (WFH) arrangements reveals mixed outcomes. Several studies indicate a positive impact, particularly in terms of enhanced flexibility and productivity (Hafshah et al., 2022; Widjaja et al., 2021). Conversely, other research highlights negative effects, including decreased performance and emotional challenges faced by employees during remote work (Sutrisno et al., 2021; Muna et al., 2021). In contrast, some findings suggest that WFH has no statistically significant influence on employee performance (Ibadhi et al., 2021). These varied results imply that the effectiveness of WFH is highly contingent on contextual factors such as organizational support, the quality of the home working environment, and the overall well-being of employees (Khomali et al., 2021).

### 6. Factors Influencing Millennial Employee Performance During WFH

Based on Research Question 6 (RQ6), which investigates the factors influencing millennial employee performance during work from home (WFH), several key factors have been

identified. These influencing factors are synthesized from the reviewed literature and are presented in the following table for clearer understanding and reference:

**Table 4.6 Factors Influencing Millennial Employee Performance During WFH**

Author(s)	Identified Factors
Pamungkas et al.	Work motivation, discipline, and adaptability
Udin et al.	Employee commitment, satisfaction, and job flexibility
Guleria et al.	Motivation, technological readiness, and communication
Prodanova et al.	Digital communication, work-life balance, and virtual collaboration
Belzunegui-Eraso et al.	Telecommuting readiness, job satisfaction, and well-being
Wicaksana et al.	Millennial characteristics, motivation, and adaptability to remote work culture
Jensen et al.	Technological affinity, digital competence, and engagement

Several key factors have been identified as influencing the performance of millennial employees during WFH arrangements. These factors include work motivation, job satisfaction, communication effectiveness, and employee well-being. For instance, work motivation has been shown to significantly affect productivity levels, especially in remote settings where self-regulation is essential (Udin, 2020). Job satisfaction also plays a central role, as a positive emotional state can enhance engagement and task completion (Pamungkas, 2020). Additionally, effective communication is critical to maintaining coordination and collaboration across virtual teams (Guleria, 2020), while employee well-being, which includes mental and physical health, directly impacts overall performance and resilience in remote work environments (Belzunegui-Eraso & Erro-Garcés, 2020).

### 3. Conclusions

Several critical factors have been identified as influencing the performance of millennial employees WFH arrangements. These factors include work motivation, job satisfaction, communication effectiveness, and overall employee well-being. Work motivation, for example, has been found to play a pivotal role in shaping productivity, particularly in remote work environments where autonomy and self-regulation are crucial for maintaining performance standards (Udin, 2020).

Job satisfaction likewise emerges as a significant determinant, as it reflects a positive emotional state that fosters greater engagement and enhances task accomplishment (Pamungkas, 2020). Furthermore, effective communication is essential in remote contexts, enabling sustained collaboration, minimizing misunderstandings, and ensuring the smooth flow of information within virtual teams (Guleria, 2020).

Employee well-being, encompassing both mental and physical health, also holds substantial influence over performance outcomes, as it contributes to employees' resilience, focus, and overall capacity to adapt to the challenges posed by remote working conditions (Belzunegui-Eraso & Erro-Garcés, 2020). These interrelated factors collectively underscore the complexity of managing employee performance in a virtual work environment, particularly among millennials who are increasingly central to the modern workforce.

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