

EFFECT OF WORK FROM HOME ON EMPLOYEE PERFORMANCE THROUGH MOTIVATION, JOB SATISFACTION, AND WORK ENVIRONMENT AS INTERVENING VARIABLES AT PT CITRA TUBINDO TBK

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Abstract

The purpose of this study was to determine and analyze the effect of work from home on employee performance through motivation, job satisfaction, and work environment as intervening variables. The method used in this study is a quantitative method. Collecting data using questionnaires and distributed to 111 respondents. Statistical data analysis using SEM-PLS (Structural Equation Modeling-Partial Least Square) and using path analysis to test the pattern of relationships that reveal the influence of variables on other variables, both direct and indirect effects assisted by SmartPLS ver.3.0 software. The results in this study indicate that Work From Home has a positive and significant effect on employee performance with a P-value of $0.000 < 0.05$. Work From Home has a positive and significant effect on Motivation P-value of $0.000 < 0.05$. Work From Home has a positive and significant effect on Job Satisfaction P-value of $0.000 < 0.05$. Work From Home has a positive and insignificant effect on the work environment. P-value is $0.679 > 0.05$. Motivation has a positive and significant effect on Employee Performance P-value of $0.000 < 0.05$. Job Satisfaction has a positive and significant effect on Employee Performance P-value of $0.003 < 0.05$. Work Environment has a positive and significant effect on Employee Performance P-value of $0.000 < 0.05$. Work From Home has a positive and significant effect on Employee Performance through Motivation P-value of $0.007 < 0.05$. Work From Home has a positive and significant effect on Employee Performance through Job Satisfaction P-value of $0.007 < 0.05$. Work From Home has a positive and insignificant effect on Employee Performance through the Work Environment P-value of $0.884 > 0.05$.

Keywords : *Work from Home, Motivation, Job Satisfaction, Work Environment, Employee Performance*

1. INTRODUCTION

Corona Virus Disease 2019 (Covid-19) which has hit the world since the beginning of 2020 has become a big challenge that demands management changes with the development of creative and innovative ideas so that workflow and employee performance can be maintained and even improved. Conditions became increasingly uncertain when the World Health Organization (WHO) announced this condition became a global pandemic on March 11, 2020. Then followed by Indonesia which declared Covid-19 a national disaster, with Presidential Decree of the Republic of Indonesia Number 12 of 2020 concerning Disaster Determination. Non-Natural Spread of Corona Virus Disease 2019 (Covid-19) as a National Disaster (Ihsanuddin, 2020). Work from home (Work from home) is a work concept where employees can do their work from home. Working from home also provides flexible working hours for employees. In the midst of the onslaught of the corona virus outbreak which has been designated as a pandemic, working from home can be a "ninja way" to prevent the spread of the disease from accelerating while still running a business. The COVID-19 outbreak has forced companies in Indonesia to implement the WFH policy and this is an opportunity to enter a new era of human resource management in Indonesia.

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The Ministry of Industry has granted an operational and mobility permit to carry out industrial activities to PT Citra Tubindo on condition that the minimum number of employees is complied with and is required to comply with the requirements for the implementation of factory operations during the COVID-19 public health emergency, in accordance with the Circular Letter of the Minister of Industry Number 4 of 2020 concerning Operational Implementation. Factory in the 2019 Corona Virus Disease Public Health Emergency. Therefore, PT Citra Tubindo Tbk implements a work from home system in carrying out its main tasks and functions. The implementation continues to apply health protocols, namely providing a place to wash hands with soap, appeals to wear masks,

The phenomenon that is used as a problem in this study, namely the work-life balance or balance between work and personal and family matters, is difficult to separate. Limited workspace, especially for employees working in operations and production. Communication and coordination with superiors and among co-workers become more difficult. The work process will be less visible and prioritize the work itself. Unstable internet conditions will disrupt the communication process. The difference in the rhythm of work routines from offline to online. On the other hand, regardless of the form of work from home or work from office that will be undertaken by workers during the downturn or post-pandemic later, one thing is clear is that the interests of workers and employers must meet.

2. IMPLEMENTATION METHOD

The research method uses a quantitative approach. The population of this research is all employees at PT Citra Tubindo Tbk a total of 111 peoples. The sampling technique was total sampling so that the 111 members of the population were used as research samples. Data collection techniques using a questionnaire. Data analysis using SEM analysis with PLS.

3. RESULTS AND DISCUSSION

Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing uses a composite reliability value with the criteria of a variable being said to be reliable if the composite reliability value is > 0.700 (Sarwono and Narimawati, 2015: 18).

Table 1. Internal Consistency Analysis

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X	0.918	0.928	0.945	0.546
Z1	0.927	0.936	0.929	0.596
Z2	0.915	0.928	0.952	0.502
Z3	0.903	0.917	0.943	0.526
Y	0.928	0.938	0.915	0.522

Source: Data Processing (2022)

Based on the internal consistency analysis data in the table above, the results show that the X variable has a composite reliability value of $0.928 > 0.700$ then the X variable is reliable, then the Z1 variable has a composite reliability value of $0.936 > 0.700$, the Z1 variable is reliable, the Z2 variable has a reliability value. composite value of $0.928 > 0.700$ then the Z2 variable is reliable, the Z3 variable has a composite reliability value of $0.917 > 0.700$ then the Z3 variable is reliable, the Y variable has a composite reliability value of $0.938 > 0.700$ then the Y variable is reliable.

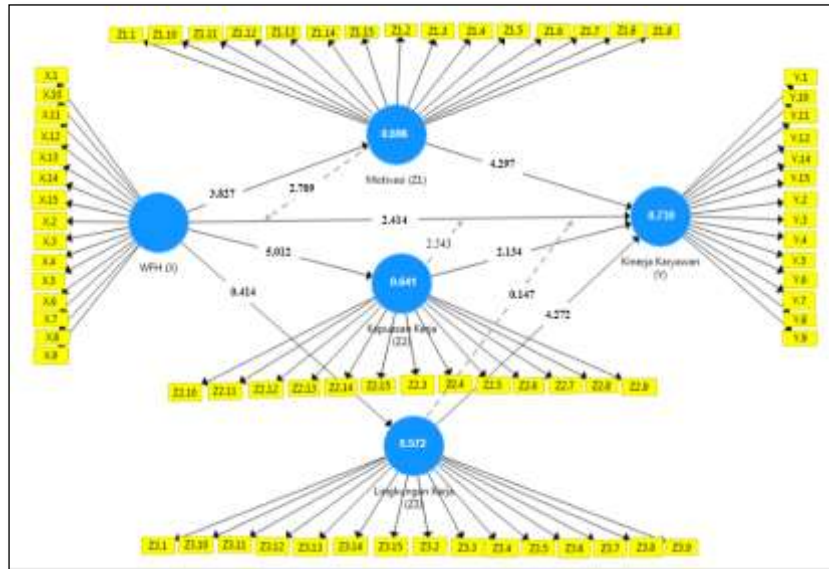


Image 1. Hypothesis test

Testing the direct influence hypothesis aims to prove the hypotheses of the influence of one variable on other variables directly (without intermediaries). If the path coefficient value is positive, it indicates that an increase in the value of one variable is followed by an increase in the value of other variables. If the path coefficient value is negative, it indicates that an increase in the value of a variable is followed by a decrease in the value of other variables. If the probability value (P-Value) < Alpha (0.05) then Ho is rejected (the influence of a variable with other variables is significant). If the probability value (P-Value) > Alpha (0.05) then Ho is accepted (the influence of a variable with other variables is not significant)

Table 2. Direct Effect Hypothesis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistic (O/STDEV)	P value (P values)
(X) -> (Y)	0.415	0.441	0.066	2,414	0.000
(X) -> (Z1)	0.310	0.337	0.081	3.827	0.000
(X) -> (Z2)	0.376	0.403	0.075	5.012	0.000
(X) -> (Z3)	0.018	0.014	0.045	0.414	0.679
(Z1) -> (Y)	0.450	0.459	0.105	4.297	0.000
(Z2) -> (Y)	0.006	0.013	0.043	2.134	0.003
(Z3) -> (Y)	0.479	0.491	0.112	4.272	0.000

Source: Data Processing (2022)

1. The value of the influence of the variable X on Y is 2.414 with a p-value of 0.000 (<0.05). Then H1 is accepted, thus Work from Home has a positive and significant effect on Employee Performance at PT Citra Tubindo Tbk.
2. The value of the influence of the X variable on Z1 is 3.827 with a p-value of 0.000 (<0.05). Then H2 is accepted, thus Work from Home has a positive and significant effect on motivation at PT Citra Tubindo Tbk.
3. The value of the influence of the X variable on Z2 is 5.012 with a p-value of 0.000 (<0.05). So H3 is accepted, thus Work from Home has a positive and significant effect on Job Satisfaction at PT Citra Tubindo Tbk.

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4. The value of the influence of the X variable on Z3 is 0.414 with a p-value of 0.679 (> 0.05). Then H4 is rejected, thus Work from Home has a positive and insignificant effect on the Work Environment at PT Citra Tubindo Tbk.
5. The value of the influence of the Z1 variable on Y is 4.297 with a p-value of 0.000 (< 0.05). Then H5 is accepted, thus motivation has a positive and significant effect on employee performance at PT Citra Tubindo Tbk.
6. The value of the influence of the Z2 variable on Y is 2.134 with a p-value of 0.003 (< 0.05). Then H6 is accepted, thus job satisfaction has a positive and significant effect on employee performance at PT Citra Tubindo Tbk.
7. The value of the influence of the Z3 variable on Y is 4.272 with a p-value of 0.000 (< 0.05). Then H7 is accepted, thus the work environment has a positive and significant effect on employee performance at PT Citra Tubindo Tbk.

Table 3. Indirect Effect Hypothesis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistic (O/STDEV)	P value (P values)
(X) -> (Z1) -> (Y)	0.140	0.155	0.052	2,709	0.007
(X) -> (Z2) -> (Y)	0.006	0.013	0.043	2,534	0.003
(X) -> (Z3) -> (Y)	-0.015	-0.030	0.105	0.147	0.884

Source: Data Processing (2022)

The indirect effect hypothesis testing aims to prove the hypotheses of the influence of one variable on other variables indirectly (through intermediaries). If the probability value (P-Value) $<$ Alpha (0.05) then H0 is rejected (the influence of a variable with other variables is significant) then the intervening variable mediates the relationship between one variable and another variable. If the probability value (P-Value) $>$ Alpha (0.05) then H0 is accepted (the influence of a variable with other variables is not significant), then the intervening variable is not mediating the relationship between one variable and another variable.

1. The value of the influence of the variable X on Y through Z1 is 2.709 with a p-value of 0.007 (< 0.05). Then H8 is accepted, thus it can be stated that the effect of Work from Home on Employee Performance with Motivation as the intervening variable is positive and significant.
2. The value of the influence of the X variable on Y through Z2 is 2.534 with a p-value of 0.003 (< 0.05). Then H9 is accepted, thus it can be stated that the effect of Work from Home on Employee Performance with Job Satisfaction as the intervening variable is positive and significant.
3. The value of the influence of the variable X on Y through Z3 is 0.147 with a p-value of 0.884 (> 0.05). Then H10 is rejected, thus it can be stated that the influence between Work from Home on Employee Performance with the Work Environment as an intervening variable is positive and not significant.

The Coefficient of Determination (R Square) aims to evaluate the prediction accuracy of a variable. In other words, to evaluate how the variation in the value of the dependent variable is affected by the variation in the value of the independent variable in a path model.

Table 4. Coefficient of Determination

	R Square	Adjusted R Square
Motivation (Z1)	0.696	0.688
Job Satisfaction (Z2)	0.641	0.633
Work Environment (Z3)	0.572	0.565
Employee	0.739	0.729

Performance (Y)		
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Source :Data Processing (2022)

In the table above it can be concluded that the power of the Work from Home (X) variable in predicting Motivation (Z1) is 69.6%, Job Satisfaction (Z2) is 64.1%, and Work Environment (Z3) is 57.2%. Furthermore, the R-square value for the Employee Performance variable (Y) is 0.739. This value explains that the strength of the variables Motivation (Z1), Job Satisfaction (Z2), and Work Environment (Z3) in predicting Employee Performance (Y) is 73.9%.

4. CONCLUSION

Based on the results of this study, there are several things that can be concluded, including:

1. Work From Home has a positive and significant effect on employee performance.
2. Work From Home has a positive and significant effect on motivation.
3. Work From Home has a positive and significant effect on job satisfaction.
4. Work From Home has a positive and insignificant effect on the work environment.
5. Motivation has a positive and significant effect on employee performance.
6. Job satisfaction has a positive and significant effect on employee performance.
7. The work environment has a positive and significant effect on employee performance.
8. Work From Home has a positive and significant effect on Employee Performance through Motivation
9. Work From Home has a positive and significant effect on Employee Performance through Job Satisfaction
10. Work From Home has a positive and insignificant effect on Employee Performance through the Work Environment
11. The results of R Square can be concluded that the power of the Work from Home (X) variable in predicting Motivation (Z1) is 69.6%, Job Satisfaction (Z2) is 64.1%, and Work Environment (Z3) is 57.2%. Furthermore, the R-square value for the Employee Performance variable (Y) is 0.739. This value explains that the strength of the variables Motivation (Z1), Job Satisfaction (Z2), and Work Environment (Z3) in predicting Employee Performance (Y) is 73.9%.

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EFFECT OF WORK FROM HOME ON EMPLOYEE PERFORMANCE THROUGH MOTIVATION, JOB SATISFACTION, AND WORK ENVIRONMENT AS INTERVENING VARIABLES AT PT CITRA TUBINDO TBK

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