

The Impact of Working From Home on The Civil Servant Administration Performance During Covid-19 Pandemic

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Abstract

The pandemic caused by Coronavirus 2019 (Covid-19) which originated in Wuhan, China has spread rapidly to all countries around the world including Indonesia. Various methods are used to maintain safety and prevent the spread of virus getting faster, one of methods by implementing the work from home for the civil servant administration. Therefore, this research investigates the impact of working from home to the performance of civil servant administration in Indonesia. The employees who have the possibility to work from home, have a high degree of autonomy in scheduling their work and thus considered to have higher intrinsic motivation. Thereby, the research hypothesis between working from home can positively impact on employee performance of the civil servant administration at Banten Province. This study uses quantitative methods, the data in this study used by an online questionnaire of 72 civil servant administration in Banten Province. The analysis tool using structural equation modeling (SEM) PLS. Research variable divided become three variables, the work from home as predictor for the performance of civil servant administration, while the Covid-19 pandemic as the moderator variable. The empirical results shows that working from home has a significant positive effect on performance of civil servant administration. Meanwhile, Covid-19 Pandemic as a moderating variable will be weakens the relationship between work form home (WFH) on the performance of civil servant administration.

Keywords: work from home, public services performance, COVID-19

1. Introduction

The Covid-19 has caused an economic shocked, which affects the economy individually, households, micro, small, medium and large companies, and even affects the country is economy with coverage scales from local, national, and even global (Taufik & Ayuningtyas, 2020). The research of McKibbin and Fernando (2020) showing that Covid-19 outbreak can have a significant impact on the global economy in the short term. This scenario shows the scale of the costs that would have been avoided by greater investment in public health systems in all countries, particularly those in less developed countries with high population populations. COVID-19 pandemic has also caused a large increase of unemployed.

The implementation of working from home is most of all are voluntary as needed. However, the existence of the Covid-19 pandemic makes working from home is a must. Of course there are a big differences. Some organizations or companies are ready to implement and has implemented a work from home scheme, either some of employees or all employees. Meanwhile, for organizations or companies that are not ready, the implementation of working from home is quite troublesome at first, although time by time, employees can follows the rules (Mungkasa, 2020a).

Joko Widodo as an Indonesian President in his speech instructed the Indonesian people to reduce unnecessary activities outside the home. Including implementing the work from home system including online school and lectures (Purwanto, 2020). Work from home (WFH) has several positive impacts, that is making it safer and more comfortable to work because it avoids spread of COVID-19, implementing WFH can save expenses by reducing transportation costs from home to work so it save the costs, with WFH also having less time free to do other work at home, they can carry out family activities and other side jobs (Rokhani, 2020). According to Farrell (2017) home has an important role in

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promoting and maintaining the welfare of individuals and society. Current trends suggest that in the future, working from home will eventually become commonplace. It is important that we move forward, companies recognize that to compete and retain the best talent they need to come up with flexible work options. Employees must be properly trained on how to do this effectively so that companies and employees can work from home (Timsal & Awais, 2016). The employees who work from home may have a higher commitment and thus respond with extra work effort. The more often employees stay at home, the greater impact of work from home to work efforts (Rupietta & Beckmann, 2018). To work from home, employees need to have a suitable job design, especially having knowledge-based tasks, and others (Bailey & Kurland, 2002).

This research is motivated by a research gap found in Rupietta dan Beckmann, (2018) research that shows that working from home is positively related to employee work efforts. According to research by Bloom et al. (2015) found that working from home improves overall employee performance. They explain their finding that higher productivity is associated with a calmer work atmosphere and also to higher work effort because employees tend to have fewer breaks. Whereas according to research by Gariety and Shaffer (2007) showing companies are less likely to monitor their employees, working from home might lead to neglect and therefore result in lower individual work effort. Based on the description above, it is reasonable to assume that the relationship between Work Form Home and employee performance by considering the role of the COVID-19 pandemic moderator variable, is it making a reinforcement or weakening for work form home.

2. Literature Review

2.1 Work From Home (WFH)

The definition of long-range working as time went have a good progress. The term used was "electronic homework" which sounds old now. The terms evolved into 'telecommuting', using the Jack Nilles concept in 1973 (Nilles, 1988). Then 'flexiwork', a term that is better known in Europe and now is called in Indonesia work from home (WFH).

The definition of long-range working is work conducted by someone (employee, independent worker, homemaker) specifically or only for a certain time, at a location far from the office, using telecommunications as a work tool (Huuhtanen, 1997). According to Crosbie and Moore (2004) suggest that working from home is a manifestation of flexible working hours initiatives that provide employees with many choices, but there must be processes, guidelines, and policies that regulate these activities, so that working from home can provide benefits for employees and companies. Meanwhile, according to DeRossette (2016) long-range working is a way of working in an organization that is carried out partially or completely outside a conventional office with the help of telecommunications and information services. Working from home is characterized by two main aspects. First, employees work outside the normal workplace. Second, there is a connection between home and office. The exchange of information and communication with colleagues is made possible through the use of information and communication technology (Rupietta & Beckmann, 2018).

The implementation of long-range working does not require additional plans in the Spatial Plan, designing it only takes a short time and is easy to implement with the help of advanced technology which does not need to be expensive (Mungkasa, 2020b). The opinions from the experts above is that working from home is known as a form of flexible work in providing opportunities for employees to work flexibly to carry out their job roles in their work environment so that is necessary to have a suitable job design and have a connection between home and office. Indicators of work from home (WFH) are: working at home, flexible, there is an internet network, online job design, applications.

2.2 Employees Performance

Performance is an organization of hiring someone and doing well and being measured (Campbell et al., 1993). According to Sonnentag and Frese (2005), individual performance as measurable individual behavior that is relevant to organizational goals. According to Gibson et al., (2001) suggested that organizational performance depending on individual performance or individual performance will contribute to organizational performance. Employee performance is the result of a process or a set of processes that creates a shared understanding of what must be achieved (and how it is achieved) and how to manage people in a way that increases the likelihood of achieving these goals (Suryadi, 2010). Meanwhile, according to Sari and Hadijah, (2016) employees performance is the result of employee work as a whole or during a certain period both in quality and quantity based on predetermined and agreed criteria. Indicators of employee performance are: quality, quantity, implementation of tasks.

2.3 Covid-19 Pandemic

According to Tahrus, (2020) that a pandemic is a sudden spread of cases above normal limits that has spread to several

countries and continents with a massive number of infections. The COVID-19 pandemic is an acute and massive spread of disease that can be deadly if not treated promptly. The severity of the disease is caused by massive alveolar damage, with respiratory failure and subsequent death (Huang et al., 2020). The Covid-19 pandemic, which is a non-natural disaster, has become one of the factors in the external environment which has an impact on decreasing activity (Taufik & Ayuningtyas, 2020). The indicators in the COVID-19 pandemic are: quickly transmitted due to viruses, transmission throughout the world, non-natural disasters and limiting / decreasing activities of human life.

2.4 Relevancy Between Work From Home and Performance

Working from home affects conditions of employees. Working from home provides more flexible work time scheduling than working in an office. Employees can work the most productive hours of work, even at night. In addition, at home, employees are less distracted by colleagues and work in a calmer general work environment, which leads to less work-related stress (Bloom et al., 2015). In line with Bailey and Kurland, (2002) research, it shows that the benefits of working from home, especially increased autonomy, are more pronounced the more often employees stay at home.

Hence, it assumes that employees who are intrinsically highly motivated and more relaxed put on more work effort than their peers, who always stay in the office. Expect employees, who often work from home, to give higher work effort than employees.

H₁: Work from home has an significant effect on civil servant administration performance.

2.5 Relevancy Work From Home of Civil Servant Administration Performance With Covid-19 Pandemic Moderation

The World Health Organization (WHO) declared the pandemic of the highly contagious corona virus disease Covid-19, it is a global spread. Since then, the transmittal a new coronavirus around the world has triggered a worrisome global health crisis. Many state governments have taken dramatic actions affecting the daily lives of people (Kraus et al., 2020).

Covid-19 pandemic has affected the performance of civil servant administration performance from office moving to house or what is called work form home (WFH). The Governments an appeal, especially for civil servant administration, has been followed up by the Minister for Administrative Reform and Bureaucratic Reform through Circular Number 19 of 2020 concerning Adjustments to the Work System of civil servant administration in efforts to prevent Covid-19 in Government organizations, civil servant administration can work at home, but it is confirmed that there are two highest levels of structural officials working in the office (Purwanto, 2020). It is therefore that with the pandemic Covid is working shifting from office to home.

Based on the description above, it can be concluded that there is a relationship between work form home, the COVID-19 pandemic and civil servant administration performance. Thus the second hypothesis in this study is:

H₂: Covid-19 pandemic as a moderation between WFH and civil servant administration performance.

Based on the literature review previously described, the conceptual framework of the research can be described as follows:

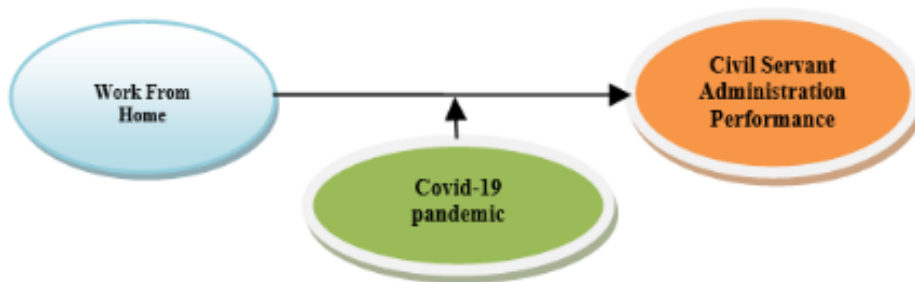


Figure 1. Framework Research

3. Methods

This study uses a quantitative method which is used to determine the relevancy between work from home during the Covid-19 pandemic on the performance of the civil servant administration. Quantitative research is to establish, confirm, or validate relevancy and to develop generalizations that contribute to theory. Quantitative research begins with a problem statement and involves forming hypotheses, reviewing literature, and analyzing quantitative data (Leedy and

Ormrod in Williams (2007).

One of the goals of epidemiologic sampling is to obtain a statistically representative sample of the population of interest so that the conclusions and study findings of the sample represent real associations in the population of interest. The sample size of a study study should have sufficient strength and significance. In this way, calculating the sample size is an important step in quantitative research methods (Majid, 2018). This research was conducted at Civil Servant randomly in Banten Province, amounting to 72 via google form. In determining respondents using a sampling method systematic sampling (Etikan, 2017).

Measurement is the assignment of numbers to observations to measure phenomenon. There are two criteria for evaluating measurement in research: validity and reliability. These two criteria are the most important and fundamental characteristics of all research (Mohajan, 2017). Measurement of variables using an interval scale, which is a measuring device that can produce data that has a range of values that have meaning and is able to produce measurements that allow the calculation of averages, standard deviation, parameter statistical tests, correlation and so on (Ferdinand, 2014). In this study using intervals, according to Carifio and Perla (2007) states that the Likert scale can produce an interval measurement scale. The interval scale used in this study is the semantic scale, which is a refinement of the semantic scale with the hope that the resulting response can be intervally scaled data (Ferdinand 2014) the scale used is in the range 1-10 interval.

The method used in this research is by using path analysis. Path analysis is categorized in the context of multivariate analysis techniques as a variant of part analysis, namely structural equation modeling (SEM) which is the development of path analysis. One of the characteristics of the multivariate analysis technique is using more than one independent variable with one or more dependent variables (Hair et al., 2012).

PLS is two linear equations: the measurement model (also called the outer model) and the structural model (also called the inner model). The measurement model determines relevancy between the constructs and the observed indicators, while structural model determines relevancy between constructs (Henseler et al., 2016). This study uses SmartPLS 3 as the analysis tool.

4. Result and Discussions

4.1 Outer Model Result

The SEM PLS test analysis in this research was used to determine relevancy between Work from home, COVID-19 pandemic and civil servant administration performance in Banten Province. The results of Outer model analysis from SEM PLS as:

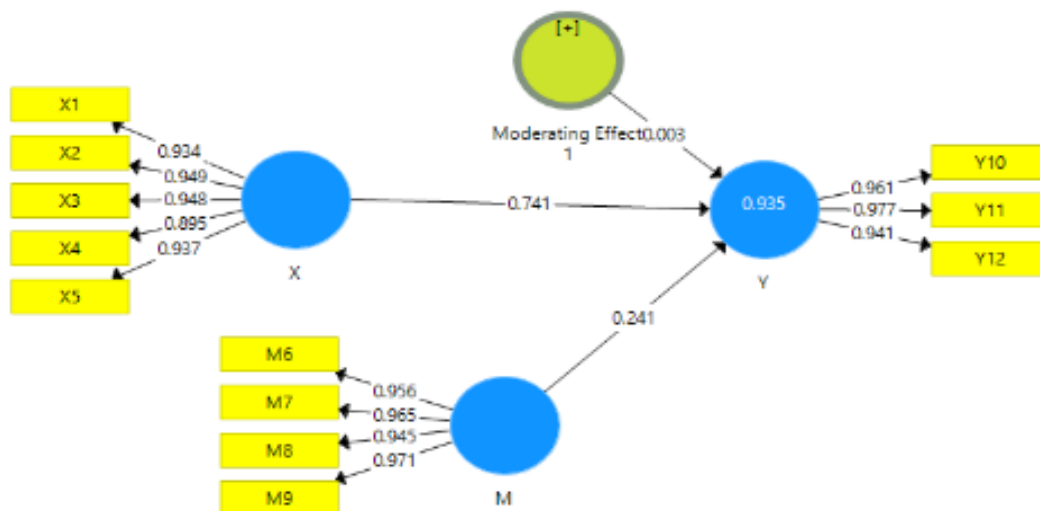


Figure 2. Outer Model Analysis

Convergent Validity is measuring the amount of loading factor for each indicator. The results of the SmartPLS analysis show that all indicators have a loading factor of 0.70 which is an indicator that can measure latent variables as in table 1.

Table 1. Outer Loadings (Measurement Model)

Indicators	Startup Model
	Work From Home (WFH)
X1.1	0,934
X1.2	0,949
X1.3	0,948
X1.4	0,895
X1.5	0,937
	Covid-19 Pandemic
M.6	0,956
M.7	0,965
M.8	0,945
M.9	0,971
	Civil Servant Administration Performance
Y.10	0,961
Y.11	0,977
Y.12	0,941

Source: Smart PLS Analysis Result

Based on Table 1 above the loading factor is greater than 0.70 so that the convergent validity is fulfilled. Furthermore, the reliability measurement is carried out with the value of Composite Reliability and Average Variance Extracted (AVE). If the Composite Reliability value between the constructs and its indicators gives good results, namely above 0.70 and AVE above 0.05. The results of composite reliability and AVE can be seen in table 2.

Table 2. Composite Reliability dan Average Variance Extracted (AVE)

Variable	Cronbach's Alpha	Composite Reliability	AVE
Pandemic (M)	0,971	0,979	0,920
Moderating Effect 1	1,000	1,000	1,000
WFH (X)	0,963	0,964	0,970
Civil Servant Administration Performance (Y)	0,957	0,972	0,922

Source: Smart PLS Analysis Result

Based on Table 2, it shows the results of Cronbach's Alpha, Composite Reliability and AVE values for each good construct. This value refers to Chin's opinion, so the results of the composite reliability of each construct are good and can be used in the analysis process to show whether there is a relationship in each construct, because the results obtained by Cronbach's Alpha have a value greater than 0.07, Composite Reliability has a value greater than 0.70 and AVE greater than 0.05 means that it has good reliability and average variance extracted values and can be used for further research processes.

Table 3. R-Square Value

Variable	R-square
Employees Performance (Y)	0,935

Source: Smart PLS Analysis Result

Based on Table 3. that results of R-square value, the State Civil Apparatus Performance Variable (Y) is obtained at 0.935. This shows that 93,5% of Work from home variable affects performance of State Civil Apparatus (Y) with a moderating effect on COVID-19 pandemic.

Meanwhile, based on the table 4 regarding hypothesis testing can be explained that the results of hypothesis testing on the direction of the influence of the work from home variable on civil servant administration performance are 0.741 as shown by the path coefficient. From $T_{Statistic}$ of 8.406 is greater than T_{Table} 1.993 and the P_{values} of 0.000 is smaller than the probability value of 0.05 or the value ($0.000 \leq 0.05$) means significant. It means that there is a positive and

significant influence of the work from home variable individually on civil servant administration performance, thus the first hypothesis can be accepted.

Table 4. Inner Model Analysis

Correlation	Orginal Sample (O)	Mean Sample (M)	Deviation Standard	T. Statistics	P Values
Pandemic (M) – Performance (Y)	0,241	0,237	0,087	2,765	0,006
Moderating Effect – Performance (Y)	0,003	0,004	0,032	0,091	0,928
WFH (X) – Performance (Y)	0,741	0,744	0,088	8,406	0,000

Source: Smart PLS Analysis Result

The hypothesis test results which statements that Covid-19 Pandemic moderates relevancy between and civil servant performance is 0.003 as shown by path coefficient. From $T_{Statistic}$ value of 0.091 is smaller than T_{Table} 1.993 and P_{Values} 0.928 is greater than the probability value of 0.05 or the value (0.928 greater than 0.05) means it is not significant. It means that there is a positive and insignificant influence.

4.2 Relevancy Work From Home of State Civil Apparatus Performance

The first hypothesis proposed in this research is that if work from home is high then civil servant performance will be higher. The test results show that the relationship between work from home and civil servant performance has a positive and significant effect or this hypothesis can be accepted. It suggests that working at home further improves of State Civil Apparatus performance, it is same with Kurkland and Bailey (1999) research results regarding work from home is a good for employees and when the workplace is moved to a home environment, there is to reduce conflict through increased work schedule flexibility. According with research conducted by Rupietta and Beckman (2018) which shows that work from home has a statistically significant positive effect on work effort.

Work from home is a must at Covid-19 pandemic. For the local of civil servant administration in Banten Province they can be conform. With the arrangement of time by regional leadership of civil servant, they are comfortable, but after a year there was a sense of boredom and less productivity at work.

4.3 Covid-19 Pandemic Moderates Work From Home on State Civil Apparatus Performance

The results of moderation testing hypothesis can indicate that the relevancy between work from home and civil servant administration performance is positive and insignificant. The hypothesis is accepted, so it can be concluded that performance of civil servant administration can be insignificantly affected by work form home and covid-19 pandemic or by increasing WFH and Covid-19 pandemic then civil servant administration performance are low increase experiend so pandemic is a quasi moderation variable.

According with research conducted by Valerisha & Putra, (2020) there is effect on various aspects of life, especially health aspects, social aspects, economic and political aspects. It means that performance will be constraint because pandemic by working a lot at home feeling anxious about health. According to Baldwin & Tomiura, (2020) found that the tendency Covid-19 pandemic start of incident at Wuhan had negative impact on news and business interactions for citizens and the city of Wuhan, Hubei Province, China and also when the virus spreads throughout mainland of China.

5. Conclusions

Work from home has a significant effect on civil servant administration performance so work from home will be high then performance can be higher for a certain time. However after several months feelings of boredom began to loosen so government made a schedule of rotating 2 times a week to work until an indefinite time when the pandemic would end. Meanwhile Covid-19 pandemic is a moderation of work from home on civil servant administration performance had affects but can be weakens on civil servant administration performance.

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