The Influence of Work From Home and Work Spirit on Employee Performance

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Abstract—In today's business, there are many things that can affect employee performance in achieving goals within the organization, either caused by internal company factors or internal factors themselves or from the company's external environment such as government regulations and government policies, even more so today. The Covid-19 outbreak has affected all aspects of the economy directly. Today's technology and information cannot be denied a considerable influence in influencing employee performance. Employee performance plays an important role in determining the achievement of company goals. This study aims to examine the effect of work from home and employee morale on employee performance. The data used in this study is primary data derived from questionnaires distributed to employees in companies that implement work from home during the covid-19 pandemic. The analytical technique used in this research is PLS analysis (SEM). The results of this study will be able to give preference to the management about the factors that affect employee performance in business continuity.

Keywords: Employee performance; work from home; work spirit

I. INTRODUCTION

Currently, almost all countries in the world are shocked by the global pandemic which is called the Corona Virus Disease (COVID19) major impact. Virus attacks that affect human life in the world and have changed many important aspects of life such as health, economy, politics and security. The outbreak of the Covid-19 virus that has hit most countries in the world has left humanity in deep sadness and anxiety (Mahase, 2020).

Social distancing or what is commonly referred to as social distancing or physical distancing has been designed in such a way as to reduce direct interaction between the wider community, because every individual has the potential to transmit the virus and even become a carrier for infected patients without symptoms or those who are infected (Wilder & Freedman, 2020).

With the implementation of the government's appeal, it has a serious impact on all aspects of activities such as the economy, business, investment, traveling, social, and culture and especially in the world of education. Morale is something that makes people happy to serve their work, where satisfaction, work and pleasant family relationships are part of it. Morale is also an emotional and mental reaction of a person to his work. Passion affects the quantity and quality of one's work (Purwanto, 2010).

According to (Heidjarachman, 2009) several indicators determine employee morale such as absenteeism, harmonious cooperation, satisfaction, and work discipline. Research conducted by (Yahyo et al., 2013), Sangki, et al (2014), (Kandhakumar, 2016), (Pratama, 2017), and (Riyanto, S., 2017), found that work morale had a positive and significant effect on on employee performance.

However, morale is not the only factor that affects employee performance, so it needs to be re-examined by considering other factors that also affect employee performance.

Currently, the challenges of improving performance in organizations have increased along with improving the quality of employee work, and accelerated by competition among organizations, globalization, with the hope of improving employee performance, all of which aim to improve organizational performance (Akdere, 2006).

The implementation of the work from home policy is felt by the regional company Juanda Sidoarjo. The management performs the division of work tasks in support of the program limiting community activities. Employees are not given freedom in the process of determining working days. In the work from home process, employees must be able to be contacted at any time (stand by call). The division of work days for each employee is distinguished by the management. Company management considers the workload of each division. When companies need employees in the process of completing urgent work, employees must be ready to handle work in the office. Even though employees have a work from home work schedule status, employees must fulfill the wishes of the company's leadership. If the employee does not have a deadline (dateline) for collecting work results, then the employee can do work from home (work from home).

The results of the researchers' initial observations with the key performance of Mr. Ahmad Bangun as the head of HRD at PT. Columbus, employee performance decreases orfluctuates in 2021, namely the target set by the company in the form of sales targets has not been achieved as desired by the company. As for the phenomena that occur in employee performance, one of which is that employees do not have the ability to complete work, employees are not productive at work and employees cannot improve their performance so that the targets expected by the company are not achieved.

From the explanation of the phenomena above and the gaps found in the field, it is necessary to re-examine how the influence of work from home, and work spirit on employee performance.

II. CONCEPT AND HYPOTHESIS

Employee Performance

According to (Mathis and Jackson, 2002) employee performance is basically what employees do or don't do. Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period (Kasmir, 2016)

Employee performance indicators

According to Tohardi, (2010: 225) employee performance appraisal can be measured based on the following indicators: 1) Loyalty, is the attitude of employee loyalty to the agency and superiors both at work and not at work. 2) Responsibility, is the willingness of employees to the company in accountable for their work. 3)Obedience, is the attitude of employee compliance with the company in carry out the regulations in force in the institution concerned. 4). Honesty, is an attitude of openness of employees to the company in carry out daily tasks. 5) Initiative, is the ability of employees at the company to create ideas to complete a job.

Work Spirit

Morale is doing work more actively by minimizing mistakes at work, strengthening the sense of responsibility, and being able to complete tasks on time according to the expected plan (Taufiq, 2006).

Indicator of morale. (Heidjarachman, 2009) mentions the factors or measuring tools of work morale can be seen from: 1) Attendance Indicates the absence of employees in their duties. This includes time lost due to illness, accident or personal interests. 2) Harmonious cooperation is a joint action between one person and another in which everyone works to contribute their energy voluntarily and consciously to help each other to achieve acommon goal. 3) Satisfaction An attitude of employees that shows the level of employee satisfaction with their duties, the level of employee satisfaction with the guarantees provided. 4). Work discipline Obedience of each employee to the rules that apply within the company, including compliance with working hours, applicable rules, uniforms and so on.

Work From Home

According to Huuhtanen (1997) Work From Home is work that is carried out by a person (employee, self-employed, home worker) specifically, or only at a certain time, at a location far from the office, using telecommunications media as a work tool.

Dimensions of Work From Home. There are three dimensions of implementing or realizing work from home proposed by

(Gądecki et al., 2018), namely: 1) Space, the transformation of the private space of the house (as a place for realizing one's preferences and expressing oneself) into a pseudo-public space. 2) Time, the use of personal space by the workspaceleading to the collision of two different time systems: cyclic time (housework) and lineartime (professional tasks) that overlap. 3) Socialroles, narratives about oneself as a worker from home, an emanation of roles and a constant teleworker position.

From the above framework, researches will be compiled and carried out with the topic of examining the effect of work from home on employee performance, the influence of work spirit on employee performance and the effect of work from home on morale, the research hypothesis can be formulated as follows:

Work from home has a significant effect onemployee performance?

Work morale has a significant effect on employee performance?

Work from home has a significant effect onwork morale?

III. METHOD

The location of this research wascarried out at PT Columbus West Denpasar citywith a data collection plan for 1 month. The methods used in collecting the data neededin this study are as follows: 1) Literature study from library sources as a basis in analyzing theproblems compiled in this study. 2) Observations are made by direct observation ofthe object to be studied related to the problems to be discussed. 3) Questionnaires were distributed to respondents from PT Columbus employees, where the sampling technique was used to determine the respondents. Data analysis techniques withinferential analysis were used to analyze the relationship between the variables studied in this study, namely organizational culture, leadership style, job satisfaction and employee performance. In analyzing the influence between exogenous variables and endogenous variables, Partial Least Square is used in this study because this method does not require many assumptions including the assumption of a normal distribution and is very popularly used in complex studies that are not supported by adequate theory.

IV. RESULT AND DISCUSSION

PLS (Partial Least Square) is used to analyze the effect between exogenous variables and endogenous variables in this study. The PLS (Partial Least Square) process in this studygoes through the following stages:

Evaluation of the Measurement Model (Outer Model)

In connection with the indicators that make up the latent variables in this study are reflexive, then the evaluation of the measurement model (measurement model/ outer model), to measure the validity and reliability of these indicators are: a) convergent validity, b) discriminant validity, and c) composite reliabilitya and cronbach alpha. The measurement model is used because the indicators that make up the latent variables in this study are reflexive.

Convergent Validity

Convergent validity is a criterion in measuring the validity of reflexive indicators. This evaluation is carried out by examining the outerloading coefficient of each indicator on its latentvariables. An indicator is said to be valid, if thecoefficient of outer loading is between 0.60 – 0.70 but for an analysis whose theory is not clear then an outer loading of 0.50 is recommended (Ghozali & Latan, 2017), the value of the outer loading of each indicator on the latent variable can be seen in Table 1.

Table 1. Outer Loading Value Estimation ResultsBefore Model Reconstruction

	Work From Home	Spirit at Work	Job Performance
X1	0.855		
X2	0.903		
X3	0.869		
M1		0.812	
M2		0.891	
M3		0.790	
M4		0.754	
Y1			0.836
Y2			0.818
Y3			0.777
Y4			0.746
Y5			0.841

Source: Processed data (2022)

The calculation results regarding the outer loading value in Table 1 show that all indicators have met the valid requirements based on the discriminant validity criteria, namely the outer loading value > 0.50 and is statistically significant. These results can be seen in Figure 1 and Figure 2
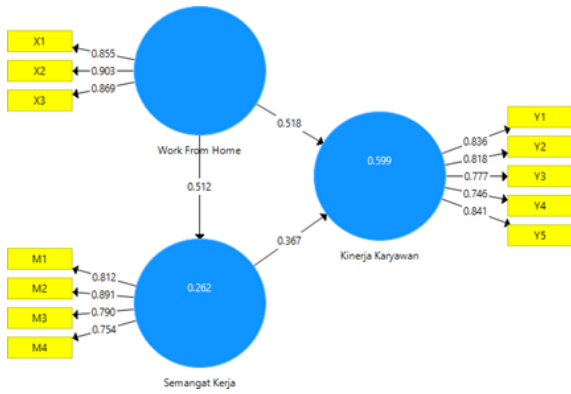
Figure 1. Outer Loading and Path Analysis

While the results of calculations regarding the results of the significance test (booth strapping)before reconstruction can be seen in Figure 2.
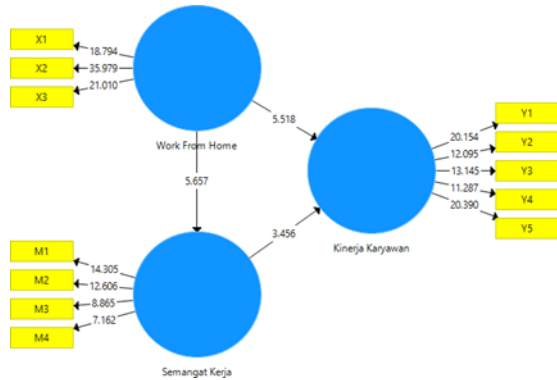

Figure 2. Bootstrapping (Statistical Test)

The next test of convergent validity is to know the average variance extracted (AVE) value. AVE is the result of measuring the amount of variance that can be captured from the construct compared to the variance generated due to measurement errors. AVE is obtained from the calculation technique with the PLS algorithm. A variable is said to be valid if it has an AVE value of more than 0.5 (Jogiyanto, 2011; Haryono, 2015; Hussein, 2015; Sarwono, 2015). The results of calculating the average extracted variance (AVE) are described in table 2.

Table 2. AVE. Measurement Results

	Job Performance	Spitir at Work	Work From Home
Job Performance	0.804		
Spitir at Work	0.633	0.813	
Work From Home	0.706	0.512	0.875

Source: Processed data (2022)

From table 2 above, all variables with reflective indicators have an AVE value of more than 0.5. It can be said that all of these variables are valid.

Discriminant Validity

Measurement of the validity of the indicators that make up the latent variable can also be done through discriminant validity by looking at the cross loading. Discriminant validity can be done by comparing the index coefficients between blocks, construct indicators are declared valid if the index values of certain construct indicators are greater than the values of other construct indicators in the same block (Ghozali & Latan, 2017).

Table 3. Discriminant Validity Test

	Work From Home	Spirit at work	Job performance
X1	0.855	0.416	0.505
X2	0.903	0.472	0.752
X3	0.869	0.453	0.565
M1	0.584	0.812	0.522
M2	0.392	0.891	0.472
M3	0.385	0.790	0.567
M4	0.241	0.754	0.486
Y1	0.637	0.531	0.836
Y2	0.449	0.314	0.818
Y3	0.576	0.542	0.777
Y4	0.519	0.401	0.746
Y5	0.612	0.665	0.841

Source: Processed data (2022)

Table 3 shows that the index value of the cross loading indicator for each construct has shown to be greater than the other constructs in each measurement block so that it is declared valid based on the discriminant validity criteria.

Composite Reliability and Cronbach Alpha

A measurement can be said to be reliable, if the composite reliability and Cronbach alpha have a value greater than 0.70. Composite reliability and Cronbach alpha are a measurement of reliability between indicator blocks in the research model.

Table 4. Composite Reliability Test and Cronbach Alpha

	Cronbach's Alpha	rho_A	Reliabilitas Komposit	Rata-rata Varians Diekstrak (AVE)
Work From Home	0.850	0.871	0.908	0.768
Spirit at work	0.829	0.840	0.886	0.662
Job performance	0.865	0.876	0.901	0.647

Source: Processed data (2022)

Table 4 shows that the composite reliability value of each construct is greater than 0.70 while the Cronbach Alpha value of all constructs has an index value of more than 0.60 and is close to 0.70. This means that in general it meets the reliable requirements based on the composite reliability criteria.

Evaluasi Model Struktural (*Structural Model/Inner Model*)

Evaluation of the structural model (Structural Model / Inner Model) is a measurement to evaluate the level of accuracy of the model in the research as a whole, which is formed through several variables and their indicators. The evaluation of this structural model will be carried out through several approaches including: a) R-Square (R2), b) Q-Square Predictive Relevance (Q2), and c) Goodness of Fit (GoF).

Evaluation of Structural Models Through R-Square (R^2)

R-Square (R^2) can show the strength and weakness of the influence caused by the dependent variable on the independent variable. R-Square (R^2) can also show the strength of a research model.

Table 5. Evaluation of the Inner Structural Model

	R Square	Adjusted R Square
Job performance	0.599	0.581
Spirit at work	0.262	0.246

Source: Processed data (2022)

Table 5 shows that the R2 value of employee performance is 0.599. Based on Chin's criteria (Ghozali & Latan, 2017), the model includes moderate model criteria, meaning that variations in work from home and work spirit can explain variations in employee performanceby 59.9% percent. , the remaining 40.1% percent is explained by variations of other variables outside the analyzed model. Meanwhile, work spirit has an R-square value of 0.262 or includes a weak model, meaning that the variation of work from home is able to explain variations in work morale by 26.2% percent, the remaining 73.8% is explained by variations outside the model.

Evaluation of Structural Models through Q-Square Predictive Relevance (Q^2)

Q-Square Predictive Relevance (Q2) is a measure of how well the observations made give results to the research model. The value ofQ-Square Predictive Relevance (Q2) ranges from 0 (zero) to 1 (one). The closer to 0 the value of Q-Square Predictive Relevance (Q2), it gives an indication that the research model is getting worse, while on the contrary it is getting further away from 0 (zero) and getting closer to the value of 1 (one), this means the research model is getting better. The criteria for the strength of the model are measured based on the Q-Square Predictive Relevance (Q2) according to (Ghozali & Latan, 2017) as follows: 0.35 (strong model), 0.15 (moderate model), and 0.02 (weak model) . The formula for Q-Square is: Q2 = 1 - (1 - R12)(1-R22). The value of Q-Square is = 1 - (1 - R12)(1 - R22) = 1 – (1 – 0.599)(1 – 0.262) = 1 – 0.295 = 0.704. Based on these results, the estimated model results are included in the strong criteria, meaning that 70.4% of the variation of endogenous constructs can be predicted by variations of exogenous constructs

Evaluation of Structural Models through Goodness of Fit (GoF)

Goodness of Fit (GoF) is a measurement of the accuracy of the overall model (global), because it is considered a single measurement of the measurement of the outer model and the measurement of the inner model. N Value of Goodness of Fit (GoF) ranges from 0 (zero) to 1 (one), the closer the value to 1, the better the model built. There are criteria regarding the GoF value according to Latan and Ghozali (2018: 86), including; 0.35 (small GoF), 0.50 (moderate GoF), and 0.61 (large GoF).

Calculation with GoF shows the average R2 value is 0.52 while the average AVE is 0.779, then the GoF value is AR2 * A.Com/ A.rho = 0.52 * 0.779 = 0.405 = 0.64. This means global model is predictive large.

Path Analysis and Hypothesis test

Path analysis and hypothesis testing that is expected is Ho is rejected or sig value < 0.05 (or t statistic value > 2.01 with a significant level of 0.05).

Table 6. Path Analysis and Statistical Testing

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (|O/STDEV|)	P Values
Work From Home -> Job performance	0.518	0.522	0.094	5.518	0.000
Work From Home -> Spirit at work	0.512	0.517	0.091	5.657	0.000
Spirit at work -> Job performance	0.367	0.371	0.106	3.456	0.001

Source: Processed data (2022) Table 6 shows that:

work from home (X) has a positive effect of 0.518 on employee performance, and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 2.01, which is 5.518.

work from home has a positive effect on employee morale by 0.512, and the

relationship is significant at the 0.05 level with a t-value of 5.657. morale has a positive effect of 0.367 on employee performance, and the relationshipis significant at the 0.05 level with a t-valueof 3.456 which is greater than the t-table value of 2.01.

Mediation Role Test

The effect of mediation analyzed includes direct and indirect effect analysis in this study using the examination method. The method of examination is by doing two analyzes, namely analysis involving mediating variables and analysis without involving mediating variables. The method of examining the mediating variable with the coefficient difference approach is carried out as follows: (a) examining the direct effect of the Independent Variable on the Dependent Variable in the model by involving the mediating variable, (b) examining the effect of the Independent Variable on the Dependent Variable in the model without involving the mediating variable, (c) examine the effect of the independent variable on the mediating variable, and (d) examine the effect of the mediation variable on the dependent variable. If (c) and (d) are significant, and (a) are not significant, then the intervening variable is said to be a complete mediation variable. If (c) and (d) are significant and (a) are also significant, where the coefficient of (a) is smaller (down) than (b) then the intervening variable is said to be a partial mediation variable. If (c) and (d) are significant and (a) are also significant, where the coefficient of (a) is almost the same as (b) then the intervening variable is said to be not a mediating variable. If one (c) or (d) or both are not significant, then it is said not to be a mediating variable ((Solimun et al., 2017); (Hair, et al, 2010).
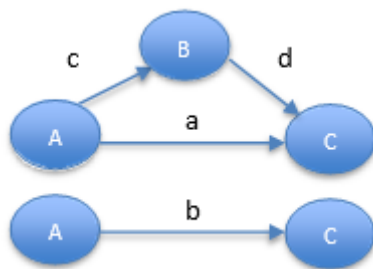

Figure 3. Theoretical Role of Mediation

Based on the calculation results, the mediation role test can be seen in the following table :

Tabel 7. Uji Peran Mediasi

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (|O/STDEV|)	Val
Work From Home -> Job performance	0.518	0.522	0.094	5.518	0.0
Work From Home -> Spirit at work	0.512	0.517	0.091	5.657	0.000
Spirit at work -> Job performance	0.367	0.371	0.106	3.456	0.001 testi medi

Indirect Influence

	Sampel Asli(O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (|O/STDEV|)	P Values
Spirit at work -> Job performance Work From Home -> Job performance Work From Home -> Spirit at work	0.188	0.192	0.065	2.884	0.004

Indirect Influence Effect

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (|O/STDEV|)	P Values
Work From Home -> Spirit at work -> Job performance	0.188	0.192	0.065	2.884	0.004

Total Influence

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (|O/STDEV|)	P Values
Spirit at work -> Job performance	**0.367**	**0.371**	**0.106**	**3.456**	**0.001**
Work From Home -> Job performance	0.706	0.714	0.059	12.009	0.000
Work From Home -> Spirit at work	0.512	0.517	0.091	5.657	0.000

Source: Processed data (2022)
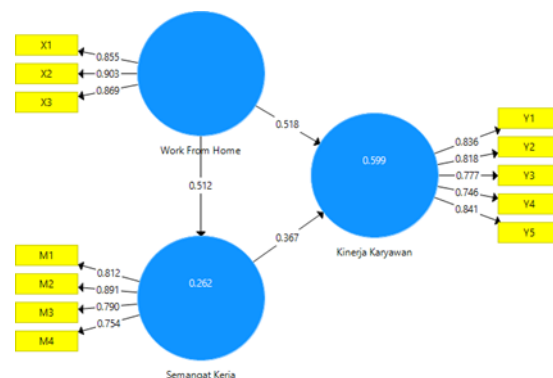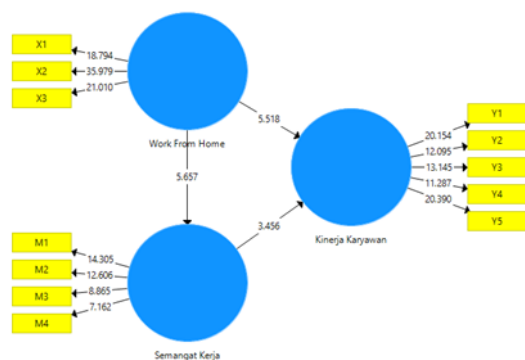
Based on figure above as well as statisticalng and boothstrapping, morale is a partial ation between work from home on employee performance because the direct influence between work from home on employee performance is significant.

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