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Empirical Study of the Impact of Work From Home (WFH) Policy and Top Management Support on Employee Performance

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Abstract

This study aims to examine and analyze the direct effect of Work from Home (WFH) and Superiors' Support on Employee Performance. This study also examines and analyzes the indirect effect of Work from Home (WFH) on Employee Performance with Superior Support as a mediating variable. The sample in this study were ASN employees of the Ministry of Public Works and Public Housing, Directorate of Highways, PJN 1 West Java, who implemented the Work Form Home policy. The number of respondents who participated in this study were 60 respondents. The method and analysis tool are the Partial Least Square (PLS) - Structural Equation Model (SEM) to test the hypothesis. The results of this study indicate that work from home has a significant effect on superiors' support, work from home has a significant effect on employee performance, superiors' support has no significant effect on employee performance and superiors' support cannot mediate the relationship between work from home and employee performance. Further discussed in this study.

Keywords: *Work from Home, Support from Superiors and Employee Performance.*

1. Introduction

Amid the outbreak of the Covid-19 Pandemic, the performance of employees in various organizations has been slightly disrupted. The Covid-19 pandemic has changed many things, drastic changes due to this corona virus outbreak making almost everyone long for the return to normal situations. However, many have accepted this change and realize that even if the Covid-19 Pandemic ends, things will still change. One of them is the work from home (WFH) work pattern or work from home (Riza, 2020). Today's workers are asked to take advantage of technology and create their own workspaces at home.

Work from home (WFH) is a concept where employees can do their work from home. Working from home provides employees with flexible working hours and their work can be done easily. Working from home is also very helpful in providing employees with a balance between the world of work and personal life, and also helps companies complete work efficiently and effectively. The government policy regarding working from home will have several positive impacts, among others (Astawa, 2020): first, working at home will motivate employees a lot, this is because meetings with family are more intense and will provide a lot of work motivation for employees. Second, increasing the productivity of individual performance, working at home is more fun and more relaxing for. Third, a calmer and warmer atmosphere working at home has a positive impact on the performance of the Institute. Fourth, work will be more effective and efficient in terms of finance, time and energy.

The government has issued a policy in the PANRB Ministerial Circular No.19 of 2020 concerning Adjustment of the Work System of the State Civil Apparatus in Efforts to Prevent Covid-19 in Government Agencies, which is intended as a guideline for government agencies in carrying out official duties by working in their homes / residences. (Work from Home / WFH) for ASN as an effort to prevent and minimize the spread of the Covid-19 Pandemic. This policy was taken because it was motivated by the development of people with the Covid-19 Pandemic which continued to increase in Indonesia until April 3, 2020. The following is a graph of the development of the Covid-19 Pandemic.

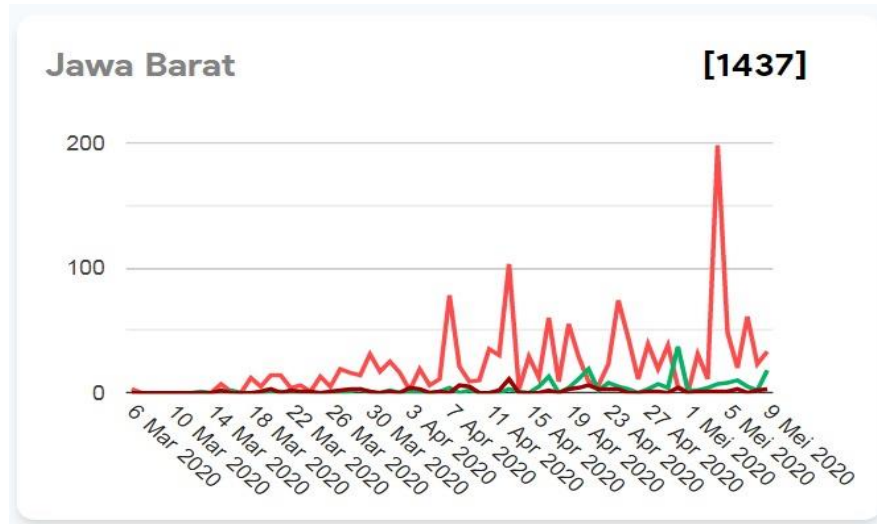


Figure 1. Development of People with the Covid-19 Pandemic

The phenomenon that occurs in implementing the work from home policy, there are many doubts experienced by companies and government agencies that doubt the effectiveness of WFH and worry that there will be a decrease in employee productivity and performance so that it affects organizational performance comprehensively. Therefore, not all sectors can apply work from home policies. A factor other than work from home that determines employee performance and company, or agency performance is leadership. Leadership is a process in which a person influences another person or group in an effort to achieve certain goals (Rivai, 2007). Every leader has their own policies and abilities in making every decision they face, because a good leader really depends on what kind of policy is taken and how it affects the results obtained later. Leadership describes the relationship between the leader (leader) and the lead (follower) and how a leader directs followers will determine the extent to which followers achieve the goals or expectations of the leader.

The effectiveness and efficiency of the work from home policy cannot be separated from the monitoring and evaluation carried out by the leaders (superiors) of employees (subordinates) during the Covid-19 pandemic. In addition, employees will follow or imitate what the leadership (superior) exemplifies in implementing the work from home policy. Therefore, all the actions of the leadership and employees are interconnected in creating optimal performance, especially employee performance and generally the performance of government agencies.

Employee performance during the Covid-19 pandemic is highly dependent on the effectiveness and efficiency of the work from home policy. In addition, support from the leadership (superiors) during the work from home policy will have an impact on the resulting employee performance. Good and nurturing leadership tends to give employees a sense of comfort so that they will be encouraged to work well through the support provided by the leadership. Employees who

receive leadership support in the form of emotional support, instrumental support, information support, social integration support and even reward support can be a stimulus for work so that they work as expected by government agencies, which will have an impact on improving employee performance and performance of government agencies.

Poor or even unsupportive leadership support in the work process often creates problems, especially employee discomfort at work. Employee discomfort at work tends to reduce the employee's desire to work so that it will have an impact on employee performance decline. On the other hand, it is difficult to achieve high levels of efficiency and effectiveness during work from home without superiors' support. In other words, the level of effectiveness and efficiency in implementing work from home policies without the support of good superiors (leaders) has not been able to improve the performance of employees in organizations, companies or agencies so there is a need for support between the two. Superiors' support is one of the forming perceptions of organizational support (Hidayat & Fatimah, 2019).

On the other hand, when the company has the support of qualified superiors during the work from home policy in the work process it will encourage employees to work optimally and complete the targets set by government agencies. Thus, good and nurturing support from superiors and high work from home policies will make employee performance more optimal.

Based on the results of observations at the Ministry of Public Works and Housing, General Directorate of Highways, PJN 1 West Java, as with the operational activities of government agencies, the performance of these government agencies has experienced ups and downs in line with the ups and downs of the performance of government agency employees themselves. This is an indication of problems, among others: ineffective communication and coordination between employees and leaders, there are some employees who do not complete work on time, lack of discipline in obeying regulations, stakeholder dissatisfaction with the work (performance) of these government agencies. So the purpose of this study is to build and test an empirical model of Work From Home policy, supervisor support and employee performance. Then the research model and the proposed hypothesis are made as follows:

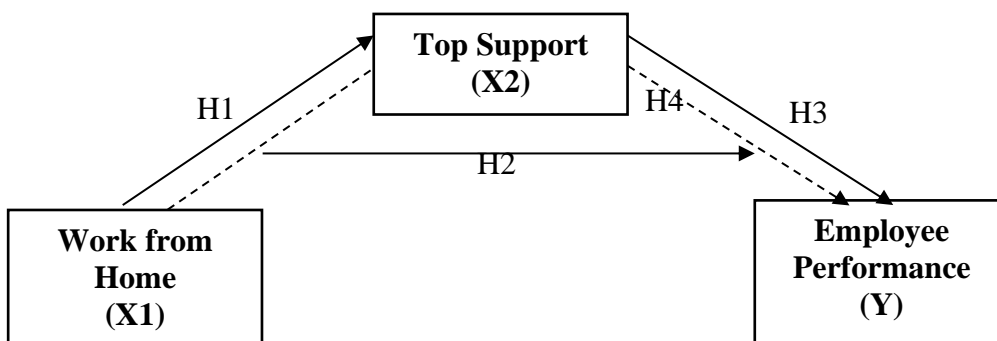


Figure 2. Research Model

The hypothesis proposed is:

1. Work from Home has a significant effect on Superior Support
2. Work from Home has a significant effect on Employee Performance
3. Supporter Support has a significant effect on Employee Performance
4. Work from Home has a significant effect on Employee Performance mediated by Superiors' Support

2. Methodology

This research is a quantitative study with data obtained through the distribution of online questionnaires. Respondents in this study were 60 employees of the ASN Ministry of Public Works and Public Housing of Bina Marga PJN 1 West Java who were running Work from Home.

The questionnaire was designed based on some of the literature used in this study. Measurement of variables used in this study was adapted from several previous research measurements that measure Work from Home, Supervisor Support and Employee Performance. The questionnaire that tested Wrok From Home was adapted from (Crosbie & Moore, 2004), (Mustajab et al., 2020) measured by 5 indicators such as work rules, work communication, services, facilities, assessment of work results. Superiors' support is measured through 3 indicators adopted from (Sari, 2017), namely: superior participation in work, motivation, and appreciation. Employee performance is measured using 3 indicators adapted from (Widyastuti & Hidayat, 2018) task performance, contextual performance and counter-productive work behavior. All indicators were developed into question items and measured using a Likert scale with a scale of 1 strongly disagree to 5 strongly agree. Prior to data analysis, a validity test was conducted first, and the aim was to obtain quality data because the data was valid and consistent (Tjahjono, 2015).

Analysis of the data used in this study using the Partial Least Square (PLS) approach based on variant-based Structural Equation Modeling (SEM) which is able to explain the relationship between several variables (including latent variables) and the ability to perform factor analysis, regression analysis and deep path analysis. once testing (Jogiyanto, 2009).

3. Results and Discussion

Hypothesis Testing Results

Significance test to see the effect between exogenous extracts on endogenous and to answer what has been hypothesized. Testing with a significance level of 5% if the t-statistic value > 1.96 then the null hypothesis (H0) is rejected. The t-statistic value of the effect coefficient of the latent construct was obtained from PLS Bootstrapping. The results of the PLS Bootstrapping model are presented in the image below:

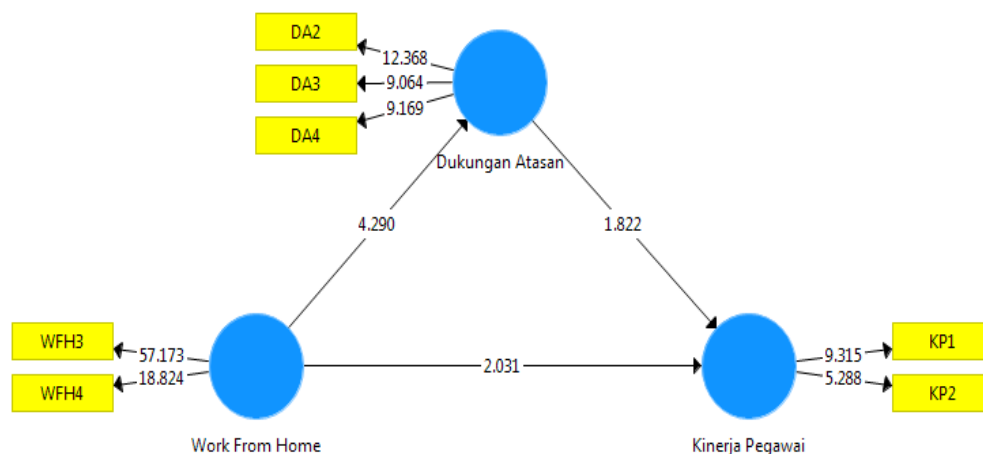


Figure 3. Bootstrapping Output Results

The value of the parameter coefficient can be seen in the value (Original Sample) and the T-Statistic significance value can be seen in the table below:

Table 1. Coefficient Value (Original Sample), Standard Error and T-Statistic

Coefficient	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Inf.
Superior Support -> Employee Performance	0,286	0,292	0,157	1,822	0,069	Not Significant
Work from Home -> Superior Support	0,408	0,424	0,095	4,290	0,000	Significant
Work from Home -> Employee Performance	0,287	0,290	0,142	2,031	0,043	Significant
Work from Home -> Superior Support -> Employee Performance	0,117	0,123	0,074	1,571	0,117	Not Significant

From the table above, it can be seen the significance of the model proposed through the hypothesis in this study:

The coefficient value of the influence of work from home on superiors' support is 0,000, which means that work from home has a significant positive effect, while the T statistic is 4,290 which is greater than T table 2,001 so that the hypothesis (H1) is accepted, which means that work from home has a significant effect on support. boss.

The coefficient value of the influence of work from home on employee performance is 0.043 which means that work from home has a positive effect, while the value of T Statistics is 2.031 where this value is greater than T table 2.001 so that the hypothesis (H2) is accepted, which means that work from home has a significant effect on employee performance

The coefficient value of the influence of superiors' support on employee performance is 0.069, which means that superiors' support has a positive effect, while the T statistic value is 1.822 where this value is smaller than T table 2.001 so that the hypothesis (H3) is rejected, which means that superiors' support has no significant effect on employee performance .

The coefficient value of the influence of work from home on employee performance through superiors' support is 0.117, which means that the relationship between work from home and employee performance through superiors' support has a positive effect, while the T statistical value is 1.571 where this value is smaller than T table 2.001 so that the hypothesis (H4) rejected, which means that superiors' support does not mediate the relationship between work from home and employee performance.

This research has been carried out well and has used scientific method procedures. The research discussion is as follows:

1. Work from home has a significant effect on superiors' support

In this study, work from home has a significant effect on superiors' support. In this case, it is because there are various indicators in work from home, namely work rules, work communication, services, facilities and assessments when work from home takes place very much requires the role of superiors' support so that when there is work from home it will certainly affect superiors' support. In other words, the pros and cons of work from home activities will bring out actions in the form of superiors' support during work from home.

2. Work from home has a significant effect on employee performance

In this study, work from home has a significant effect on employee performance. In this case, because of the various indicators in work from home, namely work rules, work communication, services, facilities and assessments effectively and efficiently, it will determine the realization of optimal employee performance as targeted as a company goal. In other words, the good and bad implementation of work from home during the Covid 19 pandemic will have an impact on employee performance.

3. Superiors' support has no effect on employee performance

In this study, superiors' support is proven to have no effect on employee performance. In this case, the indicators of superiors' support in the form of participation, motivation and appreciation do not have a real effect on employee performance because in reality and phenomena there is very little superiors' support shown by superiors to their subordinates so it tends not to have a significant effect. The results of this study are not in line with research conducted by (Dewi & Rostiana, 2018; Miranti, Pongtuluran, & Heksarini, 2018; Rusli, Mattalatta, & HM, 2018) where supervisor support has a positive and significant effect on employee performance or in words. Another means that the increased support from superiors at work will improve employee performance positively.

The results of this study which indicate that superiors' support has no effect on employee performance is in line with research conducted by (Lusdiyanti, 2011) which states that the superiors' support variable does not have a significant effect on employee performance.

4. Work from home does not affect employee performance through mediation with superiors' support

In this study, work from home is proven to have no significant effect on employee performance through the mediation of superiors' support variables. This means that if work from home and superiors' support is increasing, it will not give a real increase in employee performance because there are still many other factors that have more influence on employee performance.

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