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THE EFFECT OF WORK FROM HOME, MOTIVATION AND LEADERSHIP ON THE PERFORMANCE OF CIVIL SERVANTS OF SOUTHEAST MALUKU DISTRICT EDUCATION OFFICE

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ABSTRACT

The purpose of this study was to assess whether working from home, motivation, and leadership had an effect on the performance of the State Civil Apparatus at the Education Office of Southeast Maluku Regency during the Covid-19 pandemic. This research employed saturated sampling where the respondents consist of 62 employees who have experience working from home during the period January-September 2021. The data in this study were analyzed using multiple linear regression data processing techniques using SPSS version 25 for Windows. The research findings indicate that both simultaneously and partially, the variables of remote work, motivation, and leadership all significantly affect the performance of the State Civil Apparatus.
Keywords: work from home, motivation, leadership, performance

ABSTRAK

Tujuan dari penelitian ini adalah untuk mengetahui apakah kinerja Aparatur Sipil Negara pada Dinas Pendidikan Kabupaten Maluku Tenggara dipengaruhi oleh bekerja dari rumah, motivasi, dan kepemimpinan pada saat masa pandemi Covid-19. Penelitian ini menggunakan sampling jenuh dimana para responden terdiri dari 62 karyawan yang memiliki pengalaman bekerja dari rumah selama periode Januari-September 2021. Data dalam penelitian ini dianalisis menggunakan teknik pengolahan data regresi linier berganda menggunakan SPSS versi 25 untuk Windows. Temuan penelitian mengungkapkan bahwa secara simultan maupun parsial, variabel kerja jarak jauh, motivasi, dan kepemimpinan semuanya berpengaruh terhadap kinerja para Aparatur Sipil Negara.
Kata kunci: bekerja dari rumah, motivasi, kepemimpinan, kinerja

PENDAHULUAN

The reality of the Covid-19 pandemic has compelled many public enterprises and the government to adjust their human resource management practices to keep employees productive despite the social distancing situation. These conditions have demanded employees engaging in Work from Home (WFH) activities, depending on the nature of their jobs (Pradoto et al., 2022). According to Mustajab et al. (2020) the application of the WFH mechanism in Indonesia is not a common work culture to be applied but this was chosen to be applied by the Southeast Maluku District Education Office during the pandemic to maintain employee performance. This phenomena demands more investigation to see whether the state civil

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by Kristia Kristia

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apparatus's performance can remain productive when working remotely. According to Beckmann & Rupietta (2016), WFH reduces employee performance and increases employee fatigue because the working hours are longer and the workload is heavier than at the office. However, another study indicated that WFH was able to enhance employee productivity since employees worked in a more relaxed condition and remained connected to their family at home (Nakrošienė et al., 2019).

Employee motivation is critical, particularly for state public servants, because high motivation can contribute to organizational performance through their attitude and enthusiasm in carrying out their duties and responsibilities within the organization. According to Robbins & Judge (2015), motivation is the mechanism by which an individual's strength, direction, and tenacity in pursuing goals are explained. Strength is a term that refers to how hard a person strives. Directions define the consistency with which an organization strives to achieve its objectives. Perseverance is a metric that indicates how long an individual can maintain his or her efforts. In terms of motivation, a leader with a genuine leadership spirit is required to motivate the state civil apparatus, particularly the Southeast Maluku District Education Office, to perform successfully.

(Jamaludin, 2017)argues that a good leader is a leader who can direct and lead his organization or company into a great organization and compete healthily always to be the best while still paying attention and ensuring the welfare of his employees. According to (Sule & Priansa, 2018)leaders are capable and use these abilities in attitude and behavior to direct and motivate individuals or groups to achieve organizational goals through unity of understanding and cooperation. Based on the background described above, the researchers are interested in researching the effect of work from home, motivation, and leadership on employee performance at the education office in the southeast Maluku district.

LITERATURE REVIEW

The effect of work from home, motivation, leadership on employee performance

The organization's WFH policy has an effect on employee performance, either negatively or positively (Beckmann & Rupietta, 2016; Sambito & Suharnomo, 2021). Additionally, both internal and extrinsic motivation influence employees to perform better, ensuring that employee performance is as desired (Faizal et al., 2019). Responsible leadership, decision-making, and effective communication will all play a significant role in enhancing employee performance (Kartono, 2018) As a result, the researchers developed the following first hypothesis:

H_1: WFH, motivation, and leadership have a simultaneous effect on the performance of ASN at the Education Office of Southeast Maluku Regency.

The effect of work from home on employee performance

WFH is part of the concept of telecommuting (working remotely), which is common in the world of work and urban planning and has even been known since the 1970s as an effort to overcome traffic congestion from home-office mobility back and forth every day (Mungkasa, 2020). During the Pandemic, companies, both public and private, implemented WFH policies. Previous research that is explored by Mardianah et al. (2020); Ramadhan & Faruq (2018); Simarmata (2020) both before the Pandemic and during the Pandemic, showed that WFH had a significant effect on employee performance.

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H_2: Work from Home has an effect on the performance of the ASN of the Southeast Maluku District Education Office.

The effect of motivation on employee performance

Sukrispiyanto (2019) argues that motivation can be defined as an attempt to shape behavior through the use of forms of activity or psychological processes, both of which are influenced by internal and extrinsic factors and can lead each individual in achieving his or her goals. Bawono & Setyadi (2021); Nuur et al. (2021); Olusadum & Anulika (2018) found that motivation improves employee performance. As a result, the researcher formulates the following third hypothesis:

H_3: Motivation has an effect on the performance of the ASN of the Southeast Maluku District Education Office.

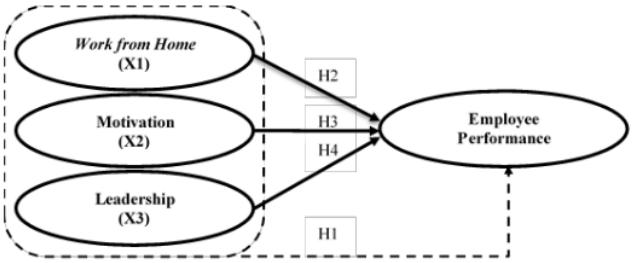
The effect of leadership on employee performance

Leadership is one of the factors that affect employee performance. If employees work with leaders who can understand and direct their employees well, they can work optimally and satisfactorily for the organization. Isvandiari & Idris (2018) stated that leadership significantly affects employee performance. Based on previous researchers' concept and research results, the writer believes that leadership has a close relationship with employee performance. So that the researcher formulates the fourth hypothesis as follows,

H_4: Leadership has an effect on the performance of ASN at the Southeast Maluku District Education Office.

Overall, there are four research hypotheses that would be answered in this research, which are shown in the research framework in Figure 1.

Figure 1 Research Framework



RESEARCH METHODS

Population & Samples

The population in this study consisted entirely of civil servants at the Southeast Maluku District Education Office, a total of 62 individuals, all of whom had worked from home during the Pandemic period in compliance with office procedures. The sampling technique used is saturation sampling, the data collection method is a google form given to each employee's official email, and the response rate is 100%.

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Kristia[1], Felix Edwin Ohoira[2] / MSDJ vol 4 no 1 tahun 2022 ISSN (*Print*) 2684-6802

Measures

Work from home

The term "work from home" refers to how employees work outside of their offices, whether from home, a cafe, or a restaurant, in accordance with Ramadhan & Faruq (2018). The indicators used to measure the work from home variable were developed from Simarmata (2020), which are related to the situation of a flexible work environment, interactions with family or colleagues who are in the same location when working remotely, time and costs, work balance, and work creatively.

Motivation

Motivation is a behavior formation characterized by forms of activity or activities through psychological processes, both influenced by intrinsic and extrinsic factors which can direct them to achieve what they want (Faizal et al., 2019; Zamani et al., 2021). The indicators used to assess leadership are adapted from Uno (2019) and include responsibility in carrying out tasks, carrying out tasks with clear objectives, having clear and challenging goals, receiving feedback on work results, experiencing a sense of fulfillment at work, always actively trying to outperform others, striving for achievement from what is done, always trying to meet personal and professional needs, desiring to receive praise for what they do, and working with the desire to get incentive.

Leadership

Leadership is the ability to influence a group toward achieving a set vision or goal (Andriani et al., 2018). The indicators used to measure leadership are adapted from Kartono (2018) and Gusman (2014), namely the ability to make decisions, motivate, communicate, control employees, and control emotions and responsibility.

Employee performance

Performance is the outcome of work that can be accomplished by an individual or group of individuals within an organization while adhering to their respective authorities and responsibilities in order to accomplish the organization's goals legally, without violating the law, and in accordance with morals and ethics(Arianty, 2014; Nordin et al., 2016). The indicators used to quantify employee performance variables are adapted from Widodo (2017) and Lusiana (2018) study, including work performance, work quantity, discipline, and effective work communication.

Instrument & Data Analysis Approach

The instrument testing technique in this study used a validity test and a reliability test using the SPSS (Statistical Product and Service Solutions) measurement model. Multiple linear regression analysis was utilized to analyze the data in this study. Prior to assessing the hypothesis, the analysis preparatory test, or classical assumption test, was conducted. Hypothesis testing was being used to determine whether the hypothesis proposed in this study is accepted or rejected; thus, the f and t tests are used for hypothesis testing.

RESULT & DISCUSSION

The instrument test consists of determining the validity of the questionnaire statement items using the Pearson Moment correlation approach, where a statement is pronounced valid

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if the value of r count > rtable, and then assessing the variable's reliability. In this study, the rtable value with a 5% significance level is 0.207, given the small sample size of 62 respondents. Cronbach's Alpha was used to calculate the reliability test results using the SPSS application tool. If the value of Cronbach's Alpha is more than 0.60, a variable is said to be dependable. As demonstrated in Table 1, all questionnaire items were valid, and reliable.

Table 1 Validity and Reliability Test

Variable	Item	*r value*	Cronbach's Alpha	Information	
Working from home	X1.1	0,565	.847	Valid	Reliable
	X1.2	0,734		Valid	
	X1.3	0,761		Valid	
	X1.4	0,563		Valid	
	X1.5	0,582		Valid	
	X1.6	0,577		Valid	
	X1.7	0,713		Valid	
	X1.8	0,645		Valid	
	X1.9	0,691		Valid	
	X1.10	0,743		Valid	
Motivation	X2.1	0.359	.716	Valid	Reliable
	X2.2	0,464		Valid	
	X2.3	0,413		Valid	
	X2.4	0,674		Valid	
	X2.5	0,674		Valid	
	X2.6	0,671		Valid	
	X2.7	0,661		Valid	
	X2.8	0,55		Valid	
	X2.9	0,516		Valid	
	X2.10	0,343		Valid	
	X2.11	0,257		Valid	
Leadership	X3.1	0,576	.725	Valid	Reliable
	X3.2	0,61		Valid	
	X3.3	0,726		Valid	
	X3.4	0,728		Valid	
	X3.5	0,562		Valid	
	X3.6	0,443		Valid	
	X3.7	0,551		Valid	
	X3.8	0,361		Valid	
	X3.9	0,311		Valid	
	X3.10	0,451		Valid	
Employee Performance	Y.1	0,55	.671	Valid	Reliable
	Y.2	0,486		Valid	
	Y.3	0,514		Valid	
	Y.4	0,531		Valid	
	Y.5	0,557		Valid	
	Y.6	0.603		Valid	
	Y.7	0,435		Valid	
	Y.8	0,441		Valid	
	Y.9	0,445		Valid	
	Y.10	0,488		Valid	

Source: Primary data processing results, 2022

The normality test results indicate that the data in this study are normally distributed, as indicated by the value of Asymp Sig. (2-tailed), ie 0.200 > 0.05. The VIF (variance inflation

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factor) of the independent variables, namely WFH (1,442), motivation (1,494), and leadership (10), is known (1,355). Meanwhile, the Tolerance values for the independent variable 0.10 are as follows: WFH (0.694), motivation (0.669), and work environment (0.669). (0.738). Thus, there is no correlation between independent variables and no multicollinearity. The Park test yields a significant value (Sig.) of 0.419 for the WFH variable (X1), 0.194 for the motivation variable (X2), and 0.249 for the leadership variable (X3). Because the significance level for the three variables above is 0.05, there is no indication of heteroscedasticity.

Hypothesis test

F Test (Simultaneous)

The F test was conducted to test the effect of all independent variables (X1, X2, X3) simultaneously on the dependent variable (Y). The results of data processing can be seen in the following table:

Table 2 F-Test Result

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	224.632	3	74.877	34.376	.000[b]
	Residual	126.336	58	2.178		
	Total	350.968	61			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

Source: Primary data processing results, 2022

Based on Table 2, it is known that the value of Sig. is 0.00 means the value of Sig. < 0.05. So the decision Ha1 is accepted, which means that WFH, motivation, and leadership affect employee performance together.

t test (Partial)

Table 3 Multiple Linear Regression Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.841	3.739		1.295	.201
	X1	.223	.065	.314	3.422	.001
	X2	.371	.082	.420	4.520	.000
	X3	.248	.079	.278	3.135	.003

Source: Primary data processing results, 2022

According to Table 3, the regression equation is interpreted as follows: Y = 4.841 + 0.223X1 + 0.371X2 + 0.248X3. Positive coefficient values of each variable imply a linear relationship between the independent and dependent variables, namely that the more effective WFH, the higher the performance, the higher the motivation, the better the leadership, so the higher the employee performance. The t test results show a partially significant effect between

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WFH on employee performance because the significance value is smaller than the level of significance (0.001 < 0.050). As a result, H_{o2} is rejected; yet, H_{a2} is accepted. This is consistent with the findings of Mardianah et al. (2020) and Purwanto et al., (2020), who both concluded that WFH had a favorable and significant influence on employee performance, despite the fact that the WFH was an emergency and temporary situation. Therefore, indeed a partially significant effect between motivation and employee performance because the significance value is smaller than the significance level (0.000<0.050). As a result, H_{o3} is refused; on the other hand, H_{a3} is accepted. Additionally, according to Bawono & Setyadi (2021); Nuur et al. (2021); Sultana et al., (2021), motivation has a positive and significant effect on employee performance. The significance value of X_3 is less than the significance level (0.001<0.050), so there is a partially relationship between leadership and employee performance which is in line with the findings of Daraba et al. (2021); Isvandiari & Idris (2018); Marpaung, (2014); Zaman et al., (2020).

CONCLUSION & SUGGESTIONS

The variables WFH, motivation, and leadership all have a significant effect on the performance of the state civil apparatus in South East Maluku Regency, either simultaneously or partially. The implementation of WFH, which is temporary and situational, does not make employees lose their creativity and reduce their work performance. In implementing WFH in the future, companies need to apply clear work rules, improve work communication, services, facilities and assessments effectively and efficiently so that employee performance can be optimally targeted as company goals. To enhance employee motivation, managers should show a greater appreciation for their employees' achievements, hence increasing sense of recognition and appreciation. In terms of leadership, leaders should also propose alternative solutions if employees encounter difficulties during WFH and communicate clearly and consistently so that they can work in harmony to ensure quality performance.

The limitation of this research is the temporary nature of WFH during the Pandemic period, and the absence of a discourse for local governments to implement this remote working mechanism after pandemic. Further research can be conducted in a variety of settings, including startup companies and international outsourcing firms that have already established a variety of working from home strategies as a permanent policy.

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