


**EMPLOYEE PERFORMANCE ANALYSIS ALONG WORK FROM HOME DURING THE COVID-19 PANDEMIC**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p>Received 04 October 2022</p> <p>Accepted 16 December 2022</p> <p><b>Keywords:</b></p> <p>Workload; Work environment; Work motivation; Performance.</p>	<p><b>Purpose:</b> The aim of the study was to analyze the effect of work environment and workload on employee performance mediated by work motivation along Work From Home during the COVID-19 pandemic at the Department of Manpower and Transmigration, North Musi Rawas Regency, North Sumatra, South Indonesia</p> <p><b>Theoretical framework:</b> Recent literature has reported there are three dimensions of implementing or realizing work from home including, the dimensions of transformation space, time, and social roles. Employees who do not have clear boundaries between roles at home and work will create more work-life conflicts (Kinman, 2016) and (Putnik et al., 2018) from the results of research (Sheikh, 2010) stated that doing work and family tasks concurrently makes employees face multiple conflicts and roles, apart from having to divide work space and family life space</p> <p><b>Design/methodology/approach:</b> The sample of the study was all employees and partners of the Manpower and Transmigration Office of North Musi Rawas Regency as many as 109 people. Structural Equation Modeling (SEM) analysis is used to analyze the data which is run through the AMOS 24 program</p> <p><b>Findings:</b> The results of the research carried out prove simultaneously that workload, work motivation and work environment have a significant and positive effect on performance, which partially each variable workload, work motivation and work environment affect the performance, but work motivation variables have a very dominant impact on the employee performance, while the work environment and also workload have a significant and positive effect on the work motivation. This proves that work motivation is a very important mediating variable in improving the performance of the employee during the COVID-19 pandemic by working at home.</p> <p><b>Research, Practical &amp; Social implications:</b> The theoretical implication is that this research is expected to be a reference for further researchers, especially in terms of increasing employee productivity during the pandemic, especially for those who wish to conduct research in the public and business service sectors. The practical implication of this research is that research can be done on work supervision variables, in addition to workload, work environment, work motivation during this pandemic so that a comparison can be seen on the achievement of the results. While the supervision of work during Work From Home.</p>
	

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**Originality/value:** The results of this study prove that work motivation is a very important mediating variable in improving employee performance while working at home due to the COVID-19 pandemic

Doi: <https://doi.org/10.26668/businessreview/2022.v7i6.e459>

## ANÁLISE DO DESEMPENHO DOS FUNCIONÁRIOS DURANTE A PANDEMIA DE COVID-19, AO LONGO DO TRABALHO EM CASA

### RESUMO

**Objetivo:** O objetivo do estudo foi analisar o efeito do ambiente de trabalho e da carga de trabalho no desempenho dos funcionários mediado pela motivação de trabalho durante a pandemia da COVID-19 no Departamento de Mão-de-Obra e Transmigração, North Musi Rawas Regency, North Sumatra, South Indonesia

**Estrutura teórica:** A literatura recente relatou que há três dimensões de implementação ou realização de trabalho a partir de casa, incluindo as dimensões do espaço de transformação, do tempo e dos papéis sociais. Os funcionários que não têm limites claros entre os papéis em casa e no trabalho criarão mais conflitos entre trabalho e vida familiar (Kinman, 2016) e (Putnik et al., 2018) a partir dos resultados da pesquisa (Sheikh, 2010) afirmaram que realizar tarefas de trabalho e familiares simultaneamente faz com que os funcionários enfrentem múltiplos conflitos e papéis, além de ter que dividir o espaço de trabalho e o espaço de vida familiar

**Design/metodologia/abordagem:** A amostra do estudo foi de todos os funcionários e parceiros do Manpower and Transmigration Office of North Musi Rawas Regency, chegando a 109 pessoas. A análise de Modelagem de Equações Estruturais (SEM) é utilizada para analisar os dados que são executados através do programa AMOS 24

**Conclusões:** Os resultados da pesquisa realizada provam simultaneamente que a carga de trabalho, a motivação e o ambiente de trabalho têm um efeito significativo e positivo no desempenho, que parcialmente cada variável carga de trabalho, motivação e ambiente de trabalho afetam o desempenho, mas as variáveis de motivação de trabalho têm um impacto muito dominante no desempenho do funcionário, enquanto que o ambiente de trabalho e também a carga de trabalho têm um efeito significativo e positivo na motivação de trabalho. Isto prova que a motivação de trabalho é uma variável mediadora muito importante para melhorar o desempenho do empregado durante a pandemia COVID-19, trabalhando em casa.

**Pesquisa, implicações práticas e sociais:** A implicação teórica é que esta pesquisa deve ser uma referência para outros pesquisadores, especialmente em termos de aumento da produtividade do funcionário durante a pandemia, especialmente para aqueles que desejam conduzir pesquisas nos setores de serviços públicos e empresariais. A implicação prática desta pesquisa é que a pesquisa pode ser feita sobre as variáveis de supervisão do trabalho, além da carga de trabalho, ambiente de trabalho, motivação do trabalho durante esta pandemia, de modo que uma comparação possa ser vista na obtenção dos resultados. Enquanto a supervisão do trabalho durante o trabalho a partir de casa.

**Originalidade/valor:** Os resultados deste estudo provam que a motivação de trabalho é uma variável mediadora muito importante para melhorar o desempenho dos funcionários durante o trabalho em casa devido à pandemia da COVID-19.

**Palavras-chave:** Carga de trabalho, Ambiente de trabalho, Motivação para o trabalho, Desempenho.

## ANÁLISIS DEL RENDIMIENTO DE LOS EMPLEADOS A LO LARGO DEL TRABAJO DESDE CASA DURANTE LA PANDEMIA DE COVID-19

### RESUMEN

**Propósito:** El objetivo del estudio fue analizar el efecto del entorno de trabajo y la carga de trabajo sobre el rendimiento de los empleados mediado por la motivación laboral a lo largo del Trabajo Desde Casa durante la pandemia COVID-19 en el Departamento de Mano de Obra y Transmigración, Regencia de Musi Rawas Norte, Sumatra del Norte, Indonesia del Sur.

**Marco teórico:** La literatura reciente ha informado de que hay tres dimensiones de la aplicación o la realización del trabajo desde casa incluyendo, las dimensiones de espacio de transformación, el tiempo y los roles sociales. Los empleados que no tienen límites claros entre los roles en el hogar y el trabajo crearán más conflictos entre el trabajo y la vida (Kinman, 2016) y (Putnik et al., 2018) a partir de los resultados de la investigación (Sheikh, 2010) afirmaron que hacer tareas laborales y familiares simultáneamente hace que los empleados enfrenten múltiples conflictos y roles, además de tener que dividir el espacio de trabajo y el espacio de vida familiar

**Diseño/metodología/enfoque:** La muestra del estudio fueron todos los empleados y socios de la Oficina de Mano de Obra y Transmigración de la Regencia de Musi Rawas Norte hasta un total de 109 personas. Para analizar los datos se utilizó el análisis de modelos de ecuaciones estructurales (SEM) con el programa AMOS 24.

**Conclusiones:** Los resultados de la investigación llevada a cabo demuestran simultáneamente que la carga de trabajo, la motivación laboral y el entorno de trabajo tienen un efecto significativo y positivo en el rendimiento, que parcialmente cada variable carga de trabajo, motivación laboral y entorno de trabajo afectan al rendimiento, pero las variables de motivación laboral tienen un impacto muy dominante en el rendimiento del empleado, mientras que el entorno de trabajo y también la carga de trabajo tienen un efecto significativo y positivo en la motivación laboral. Esto demuestra que la motivación laboral es una variable mediadora muy importante para mejorar el rendimiento del empleado durante la pandemia COVID-19 trabajando en casa.

**Implicaciones teóricas, prácticas y sociales:** La implicación teórica es que se espera que esta investigación sea una referencia para otros investigadores, especialmente en lo que se refiere al aumento de la productividad de los empleados durante la pandemia, sobre todo para aquellos que deseen llevar a cabo investigaciones en los sectores de servicios públicos y empresariales. La implicación práctica de esta investigación es que se puede investigar sobre las variables de supervisión del trabajo, además de la carga de trabajo, el entorno laboral y la motivación laboral durante esta pandemia, de modo que se pueda ver una comparación sobre la consecución de los resultados. Mientras que la supervisión del trabajo durante el Trabajo Desde Casa.

**Originalidad/valor:** Los resultados de este estudio demuestran que la motivación laboral es una variable mediadora muy importante en la mejora del rendimiento de los empleados durante el trabajo en casa debido a la pandemia COVID-19.

**Palabras clave:** Carga de trabajo, Entorno de trabajo, Motivación laboral, Rendimiento.

## INTRODUCTION

At the beginning of 2020, the outbreak of Covid-19 virus happened and the negative excitement began to gradually spread throughout the world. The large number of Covid-19 victims and the uncertainty of all parties to anticipate the condition became the trigger for that negative excitement in a relatively short time. This paper attempts to give an overview about the concept of working remotely or working from home (telecommuting/teleworking) which is related to the workload, work motivation and work environment of the employees in local governments. (Siddharta & Malika, 2016) stated that a book entitled *The Human Use of Human Beings Cybernetics and Society* by Norbert Wiener is the first that introduced the term "remote work" in 1950 which used the term telework and became a popular term in Europe to date.

(Konrath et al., 2000) define remote working as a way of working in an organization that is done with the help of information technology and telecommunications services outside the conventional office partially or completely. (DeRossette, 2016). Working remotely can affect the work sphere or environment and which work motivation is based on research results. (Jayaweera, 2015). Other studies also discuss the work environment that affects employee performance (Leblebici, 2014) states that a comfortable work environment causes employees to focus on work and this condition causes employee work productivity to increase so that organizational targets are achieved, besides that a different fact is reported by the McKinsey survey. (Afriyadi, 2020) and You Gov & USA. (Schrotenboer, 2020) where working

productivity can actually be reduced by 25 percent because of working at home, one of which happens is the workers sometimes have to carry out all of their works all the time without stopping..

The research that is done by . Williams, (2020)figures that compared to the previous working hours, in the United States the working hours is 3 hours longer or equivalent of 40 percent than working in the previous office. In addition. Larson (2020) suggests when working from home or outside the office, the lack of supervision to the workers become the other causes of the decreasing of productivity resulting in many distractions that cause the workers lose their focus on the works, besides that, they also loss their work motivation, and the occurrence of frequent miscommunication. On the other hand, if the invitation to discuss during the course of time is carried out with other purposes, it will become a distractor that can interfere with the focus of his work . (Ziegler et al., 2014). Meanwhile, according to (Stieg, 2020) launches that in working conditions at home many workers become less productive when faced with team tasks so that they often become passive riders in the team. This is in line with the opinion (Bloom, 2020) with working remotely at home productivity decreased by 50 percent.

Working with flexible schedule or working freely and also working remotely (telecommuting) are some kinds of work schemes which of course apart from working full time to temporary work. Working from home and/or from other location well-known as working remotely and it is an arrangement. (Heatfield, 2019). According to (Mungkasa, 2020), working freely allows the workers to work away from the office all or part of the time. Flexible work practice is an office-based practice and a flexible location. This is in line with the opinion from Berliana (2020) which says that working at home employees can enjoy time together with their families without having to leave their jobs, they still have to focus on completing work . (Mustajab, et al., 2020). Kelly, Moen, and Tranby (2011)refer to flexibility in schedule control because flexible work options can include contract work, contingent work, and just-in-time staffing.

The results of a study from (Leprince-Ringuet, 2020) stated that employees want flexibility in choosing to work from home according to their needs. The following opinion from (Overmyer, Scott P, 2012) states that with the COVID-19 pandemic, employees are worried about the survival of the company where they work, this is in line with the opinion (Afshar, 2020)From research (Hess, 2020)that the work culture of homes tend to be due to illness or childbirth, in contrast to the government sector, work activities for employees in government agencies are being present at the office by taking absences with predetermined working hours. Therefore, implementing a work-at-home system does not necessarily become an easy thing for

state civil servants to do . (Irawati, 2019). Furthermore, Sabitah & Susilo(2017)stated that the employees are difficult to build the coordination with their colleagues since they are accustomed to a conventional office atmosphere, but it is different from the (Hendytio (2020)'s opinion which states that for female workers who have small children working from home is an ideal opportunity.

The benefits of implementing remote work or working at home cannot be separated from the use of telecommunicating technology where teleworking itself is apart from flexible working hours, which can actually increase employee productivity (Ye, 2012). The following is according to (Boell, Ceces & Campbell, 2014)which suggests that implementing teleworking will reduce obstacles in work such as congestion, air pollution, (Social Dimension. This opinion is supported by research results . (Suarlan, 2017) which in terms of telework time can be applied to work full time or part-time workers(He & hu, 2014)formally or informally and desired by the company and by the workers themselves(Uchenna, Rruakpa&Uche, 2018)the difference in the application of working at home with telework with conventional systems lies in the use of technology. According to (Gadecki et al., 2018)there are three dimensions of implementing or realizing work from home including, the dimensions of transformation space, time, and social roles. Employees who do not have clear boundaries between roles at home and work will create more work-life conflicts.(Kinman, 2016)and (Putnik et al., 2018) from the results of research (Sheikh, 2010) stated that doing work and family tasks concurrently makes employees face multiple conflicts and roles, apart from having to divide work space and family life space.

The results of the study from (Rupietta & Beckman, 2018) empirically show a positive and significant effect of working from home on work effort. According to (Varma, 2017) higher work effort is provided by the employee if the more often they work from home. Sabir (2017)say by working from home will be able to motivate employees in doing their work. (Felstead&Henseke, 2017)showing that data cementing work from home is a growing trend, related to organizational commitment in empowering employees from home. Work from home cannot be done by every organization, only a few organizations can implement work from home, although it can be applied to employees, the implementation of work from home has advantages and disadvantages . (Netteland, 2009).

In fact, the number of companies in America only offering working freely and working remotely scheme for about 4-5 percents although it has become a trend in the last decade (Landrum, 2015). Even in European countries such as Portugal and Greece, the number of remote workers tends to be small away (Eurofoun, 2020). With regard to the above background, the local government of the North Musi Rawas district has stipulated a circular letter from the



North Musi Rawas Regent Number 214 of 2020 dated June 17, 2020 regarding the work system of state civil servants (ASN) during the pandemic where the implementation of official duties is carried out by implementing a picket system. i.e. 50% of employees work from home (WFH) where the condition of public services continues to run even though this condition has a significant impact. It is possible for the work from home time limit to be extended according to the situation and conditions, in which the implementation of work from home will certainly have an impact on the community and the government, because many routine activity agendas will be delayed, and services during a pandemic. Regional apparatus organizations apply standard operating procedures. So that service to the community is not optimal and employee performance is not optimal. From the researcher's observation that the performance achievement of the Manpower and Transmigration Service in the Musi Rawas Regency, North Sumatra, Southern Indonesia, it has not yet reached the target in the first semester of 2020 while the target until June 2020 is an achievement of 40% - 50% in general, only 30% has been achieved.

## **METHOD**

This research approach uses quantitative research methods, which means that research seeks to apply a rational, empirical and top-down deductive mindset from a phenomenon by using general concepts to explain specific phenomena, so that the appropriate data collection techniques and types are used in this study as primary data in the form of questionnaires obtained from respondents' answers conducted online with Google form and secondary data through internet access. This research was conducted at the Manpower and Transmigration Office, North Musi Rawas Regency, South Sumatra, Indonesia. The population that supports this research are permanent employees and temporary workers who do work from home (WFH) in total totaling 109 people, the purposive sampling technique is a sampling technique that is used in this study and the analysis method uses path analysis techniques that provide the possibility causal relationship either directly or indirectly . Nurwati & Kismianti (2019) is an extension of multiple regression analysis or regression analysis to estimate the causal relationship between the dependent variable and the independent variable with Structural Equation Modeling (SEM) statistics AMOS Application, 24

## **RESULT AND DISCUSSION**

Before testing the hypothesis, the researcher must first carry out several tests to meet the requirements in the study, including:

## Validity Test

A result is declared valid and reliable with the condition that the validity and reliability results must have a value higher than the specified limit, statistical validity testing refers to the following criteria as:

- If  $r\text{-count} > r\text{-table} (0,5)$  then it is declared valid
- If  $r\text{-count} < r\text{-table} (0,5)$  then it is declared invalid

To simplify the calculation of the validity and reliability of the instrument in this research, the researcher uses the Microsoft Excel application and the AMOS Program Statistics (Structural Equation Model).

Table 1 Test the Validity of Workload Variables  
Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
X1.1	<---	Workload	1,000				
X1.2	<---	Workload	,864	,433	1,997	,046	
X1.3	<---	Workload	,884	,349	2,537	,011	
X1.4	<---	Workload	,970	,347	2,792	,005	
X1.5	<---	Workload	,561	,278	2,018	,044	
X1.6	<---	Workload	,910	,342	2,663	,008	
X1.7	<---	Workload	1,237	,346	3,578	***	
X1.8	<---	Workload	1,158	,323	3,583	***	
X1.9	<---	Workload	,666	,319	2,092	,036	
X1.10	<---	Workload	,995	,406	2,450	,014	
X1.11	<---	Workload	,932	,349	2,670	,008	
X1.12	<---	Workload	,992	,348	2,854	,004	

Source: Primary Data processed 2021

From the data in the Table 1 above, it can be concluded that all statements in the questionnaire that were filled out by respondents with the Workload variable all have a probability value less than 0.5 with a Critical Ratio (CR) value of  $> 1.96$  which is declared valid.

Table 2 Validity of Work Environment Variables  
Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
X2.1	<---	Work environment	1,000				
X2.2	<---	Work environment	1,341	,316	4,242	***	
X2.3	<---	Work environment	1,000	,325	3,075	,002	
X2.4	<---	Work environment	1,040	,314	3,312	***	
X2.5	<---	Work environment	1,481	,407	3,637	***	
X2.6	<---	Work environment	1,124	,427	2,631	,009	
X2.7	<---	Work environment	1,252	,357	3,509	***	
X2.8	<---	Work environment	1,049	,362	2,896	,004	
X2.9	<---	Work environment	,933	,400	2,331	,020	
X2.10	<---	Work environment	1,093	,409	2,671	,008	
X2.11	<---	Work environment	1,166	,321	3,637	***	
X2.12	<---	Work environment	,610	,280	2,182	,029	

Source: Primary Data processed 2021

From the data in the Table 2 above, it can be concluded that all statements in the questionnaire that were filled out by respondents with the work environment variable all have a probability value less than 0.5 with a Critical Ratio (CR) value of > 1.96 which is declared valid.

Table 3 Validity of Work Motivation Variables

			Estimate	S.E.	C.R.	P	Label
Y1.1	<--	Motivation	1,000				
Y1.2	<--	Motivation	1,411	,416	2,242	,035	
Y1.3	<--	Motivation	1,140	,425	2,075	,001	
Y1.4	<--	Motivation	1,410	,374	3,312	***	
Y1.5	<--	Motivation	1,467	,447	3,637	***	
Y1.6	<--	Motivation	1,421	,622	2,631	***	
Y1.7	<--	Motivation	1,225	,537	3,509	***	
Y1.8	<--	Motivation	1,409	,326	2,896	,004	
Y1.9	<--	Motivation	1,233	,420	3,331	***	
Y1.1	<--	Motivation	1,093	,419	3,671	,028	
0							
Y1.1	<--	Motivation	1,246	,361	2,637	,018	
1							
Y1.1	<--	Motivation	1,620	,360	3,182	,037	
2							

Source: Primary Data processed 2021

From the Table 3 above, it can be concluded that all statement items in the questionnaire that are filled out by the respondent's work motivation variable all have a value of probability is lower than 0.5 with a Critical Ratio (CR) value of > 1.96 which is declared valid.



Table 4 Validity of Performance Variables  
Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Y2.1	<--	Performance	1,000				
Y2.2	<--	Performance	,684	,513	1,997	,006	
Y2.3	<--	Performance	,784	,639	2,637	,022	
Y2.4	<--	Performance	,982	,247	2,592	,009	
Y2.5	<--	Performance	1,263	,378	2,318	,033	
Y2.6	<--	Performance	,982	,242	2,333	***	
Y2.7	<--	Performance	1,237	,416	3,608	***	
Y2.8	<--	Performance	1,258	,423	3,853	***	
Y2.9	<--	Performance	1,066	,359	2,229	***	
Y2.10	<--	Performance	,995	,506	2,054	,014	
Y2.11	<--	Performance	,632	,333	2,706	***	
Y2.12	<--	Performance	,592	,332	2,458	***	

Source: Primary Data processed 2021

From the data in the table above, it can be concluded that all statements in the questionnaire that were filled out by the respondent's Performance variable all have a probability value less than 0.5 with a Critical Ratio (CR) value of  $> 1.96$  which is declared valid.

### Reliability Test

Reliability is a test that shows the extent of consistency and stability in measuring the used instrument, thus providing relatively consistent results if the measurement is repeated. Measurement of reliability is based on a numerical index of coefficients. In testing research, the quality of data that is often carried out a reliability test with the aim of internal consistency reliability, it can be said as reliable if the value of Cronbach alpha is  $> 0.7$  (Ghozali, 2012). The reliability test presented in this study uses AMOS 24. The reliability results tested with AMOS 24 are presented in table 5 below:

Table 5 Summary of Reliability Test Results

Variable Names	Construct Reliability	Description
Workload	0,964	Reliable
Work environment	0,833	Reliable
Motivation	0,970	Reliable
Performance	0,870	Reliable

Source: Primary Data processed 2021

From the data above, the reliability test results for the 4 statement variables are declared reliable with the construct reliability value  $> 0.7$ . A variable or construct is reliable if the value of Cronbach alpha is  $> 0.70$  (Ghozali, 2012).

### Data Normality Test

Assumptions Normality of the data is tested by looking at the value of skewness and kurtosis of the data used. The normality test is carried out by comparing the critical ratio value in the assessment of normality with a critical value of  $\pm 2.58$  at the 0.01 level (Ferdinand, 2014). A data can be said as normal if the value of critical ratio is  $<2.58$ , otherwise if the critical ratio value is  $> 2.58$  then the data can be said not normally distributed. Then, the results of the normality test of the data are listed in the following table:

### Workload Variable Normality Test

Table 6 Normality Test (Group number 1)

Variable	min	Max	Skew	c.r.	Kurtosis	c.r.
X1.12	4,000	5,000	-,201	-,367	-1,960	-1,789
X1.11	4,000	5,000	,000	,000	-2,000	-1,826
X1.10	3,000	5,000	-,363	-,663	-,723	-,660
X1.9	4,000	5,000	,873	1,594	-1,238	-1,130
X1.8	4,000	5,000	-,873	-1,594	-1,238	-1,130
X1.7	4,000	5,000	-,408	-,745	-1,833	-1,674
X1.6	4,000	5,000	-,408	-,745	-1,833	-1,674
X1.5	4,000	5,000	-1,500	-2,739	,250	,228
X1.4	4,000	5,000	,201	,367	-1,960	-1,789
X1.3	4,000	5,000	,000	,000	-2,000	-1,826
X1.2	3,000	5,000	-,233	-,426	-,622	-,568
X1.1	4,000	5,000	,408	,745	-1,833	-1,674
Multivariate					11,136	1,358

Source: Primary Data processed 2021

The normality test' results as shown in the table above shows that there is no C.R value for Skew and Kurtosis which are outside the range of  $\pm 2.58$ . Thus, the requirement of normality has been met. In other words, it means the data is normally distributed. So that the assumption of normal data have been met.

### Work Environment Variable Normality Tes

Table 7 Normality Test (Group number 1)

Variable	Min	max	Skew	c.r.	Kurtosis	c.r.
X2.12	4,000	5,000	-,201	-,367	-1,960	-1,789
X2.11	3,000	5,000	-,926	-1,691	-,141	-,129
X2.10	3,000	5,000	-,786	-1,436	-,753	-,687
X2.9	3,000	5,000	-,511	-,932	-,925	-,844
X2.8	3,000	5,000	-,507	-,926	-,706	-,645
X2.7	3,000	5,000	-,507	-,926	-,706	-,645
X2.6	3,000	5,000	-,458	-,836	-1,169	-1,067
X2.5	3,000	5,000	-,344	-,627	-1,153	-1,053
X2.4	3,000	5,000	-,004	-,007	-,150	-,136
X2.3	3,000	5,000	-,926	-1,691	-,141	-,129
X2.2	3,000	5,000	-,538	-,983	-,638	-,582
X2.1	3,000	5,000	-,035	-,063	-,589	-,538
Multivariate					9,766	1,191

Source: Primary data processed, 2021

The normality test' results as shown in the table above shows that there is no C.R value for Skew and Kurtosis which are outside the range of  $\pm 2.58$ . Thus, the requirement of normality has been met. In other words, it means the data is normally distributed. So that the assumption of normal data have been met.

### Motivation Variable Normality Test

Table 8 Assessment of normality (Group number 1)

Variable	Min	max	Skew	c.r.	Kurtosis	c.r.
Y1.12	3,000	5,000	-,091	-,166	-1,450	-1,324
Y1.11	3,000	5,000	-,658	-1,201	-,628	-,573
Y1.10	3,000	5,000	-,273	-,499	-1,359	-1,240
Y1.9	3,000	5,000	-,989	-1,806	-,735	-,671
Y1.8	3,000	5,000	-,926	-1,691	-,141	-,129
Y1.7	3,000	5,000	-,786	-1,436	-,753	-,687
Y1.6	3,000	5,000	-,511	-,932	-,925	-,844
Y1.5	3,000	5,000	-,507	-,926	-,706	-,645
Y1.4	3,000	5,000	-,507	-,926	-,706	-,645
Y1.3	3,000	5,000	-,458	-,836	-1,169	-1,067
Y1.2	3,000	5,000	-,273	-,499	-1,359	-1,240
Y1.1	4,000	5,000	,201	,367	-1,960	-1,789
Multivariate					5,110	,623

Source: Primary Data processed 2021

The results of the normality test of the data as shown in the table above show that there is no C.R value for Skew and Kurtosis which are outside the range of  $\pm 2.58$ . Thus, the requirement of normality has been met. In other words, it means the data is normally distributed. So that the assumption of normal data have been met.

## Normality Test of Performance Variables

Table 9 Assessment of normality (Group number 1)

Variable	Min	max	Skew	c.r.	Kurtosis	c.r.
Y2.12	3,000	5,000	-,786	-1,436	-,753	-,687
Y2.11	3,000	5,000	-,939	-1,714	-,571	-,521
Y2.10	4,000	5,000	-,201	-,367	-1,960	-1,789
Y2.9	3,000	5,000	-,926	-1,691	-,141	-,129
Y2.8	3,000	5,000	-,786	-1,436	-,753	-,687
Y2.7	3,000	5,000	-,380	-,695	-1,386	-1,265
Y2.6	3,000	5,000	-,507	-,926	-,706	-,645
Y2.5	3,000	5,000	-,507	-,926	-,706	-,645
Y2.4	2,000	5,000	-,875	-1,597	-,531	-,485
Y2.3	3,000	5,000	-,538	-,983	-,638	-,582
Y2.2	3,000	5,000	-,511	-,932	-,925	-,844
Y2.1	3,000	5,000	-,644	-1,176	-,870	-,794
Multivariate					4,793	,585

Source: Primary Data processed 2021

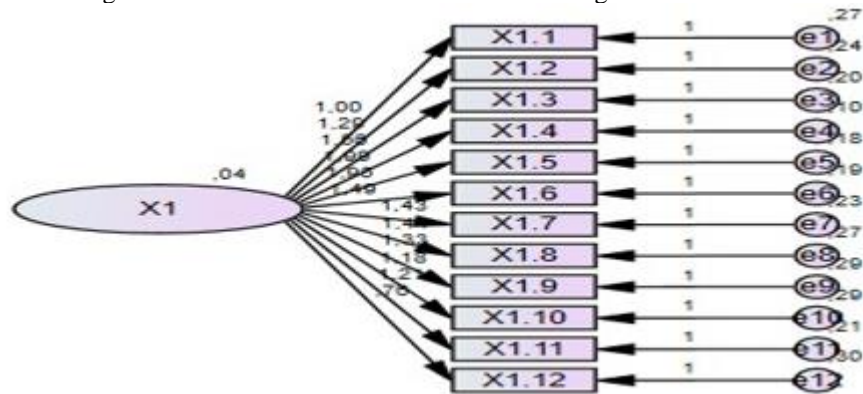
The results of the normality test of the data are as shown in the table above show that there is no C.R value for Skew and Kurtosis which is outside the range of  $\pm 2.58$ . Thus, the requirement of normality has been met. In other words, it means the data is normally distributed. So that the assumption of normal data have been met.

### Confirmatory Factor Analysis (CFA) exogenous construct

Confirmatory factor analysis Factor Analysis (CFA) aims to test the un-indimensionality of the dimensions forming each latent variable, the exogenous construct consists of the Workload variable, with twelve indicators (X1.1-X1.12) Work Environment Variables with twelve indicator (X2.1-X2.12) by using, Second Order Confirmatory Factor Analysis, illustrated in Figure 1 below.

### Variable of Exogenous Workload

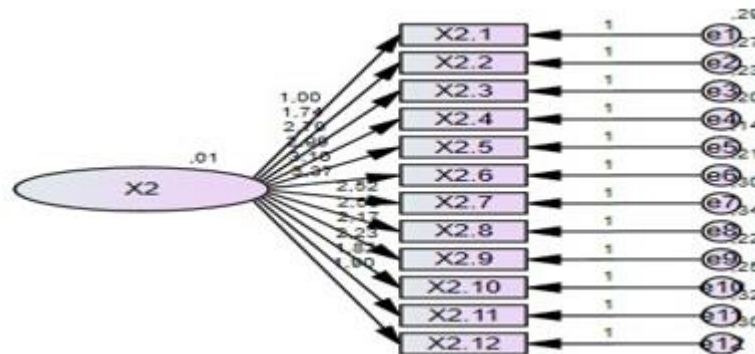
Figure 1 CFA Model Estimated Variable of Exogenous work Load



Based on Figure 1 above, it can be seen that all the indicators of the exogenous construct variable Workload, have a loading factor value  $> 0.5$ , namely if the standard factor load is 0.5 it means Very Significant (Igbaria et al in Wijayanto 2014) and Ghozali(2012) states that a significant loading factor if the standard loading factor is 0.5 it indicates a good level of Convergent Validity.

### Exogenous Variables of Work Environment

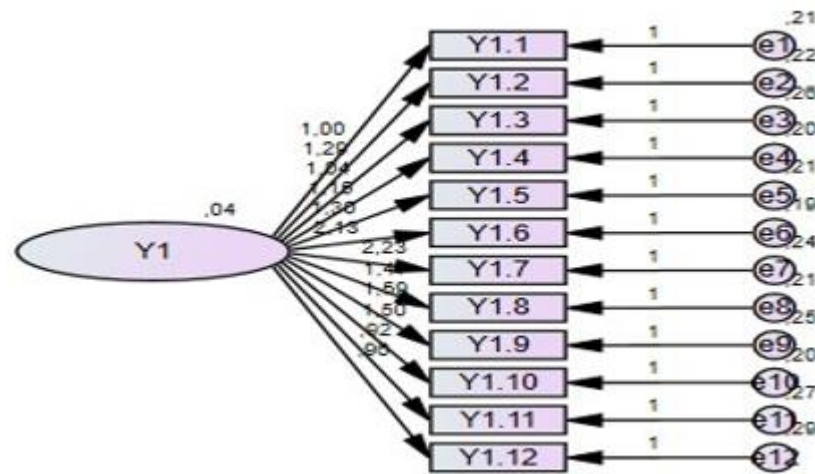
Figure 2 CFA Model Estimation of Exogenous Variables of the Work Environment



Based on Figure 2 above, it can be seen that all the indicators of the exogenous construct of the work environment variable have a loading factor value of  $> 0.5$ , namely if the standard factor load is 0.5 it means Very Significant (Igbaria et al in Wijayanto 2014) and Ghozali (2012) states that a significant loading factor if the standard loading factor is 0.5 it indicates a good level of Convergent Validity.

### Confirmatory Factor Analysis (CFA) endogenous construct Endogenous Variables of Motivation

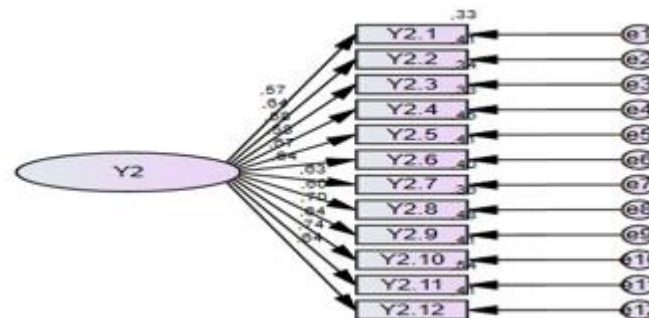
Figure 3 CFA Model Estimation of endogenous variables Motivation



Based on Figure 3 above, it is known that all indicators Y1.1 to Y1.12 have a significant value > from 0.5 according to Igbaria et al in Wijayanto 2014, stating if the standard factor load 0.5 is Very Significant and Ghozali 2012 states the loading factor which is significant if it has a standard loading factor of 0.5 indicating the level of Convergent Validity.

Variable of endogenous Performance

Figure 4 CFA Model Estimating Endogenous Variable Performance



Based on Figure 4 above, it is known that all indicators Y2.1 to Y2.12 have a significant value > from 0.5 according to Igbaria et al in Wijayanto 2014, stating if the standard factor load 0.5 is Very Significant and Ghozali 2012 states the loading factor which is significant if it has a standard loading factor of 0.5 indicating the level of Convergent Validity.



### Confirmatory Factor Analysis (CFA) Full Model Analysis Structural Equation Modeling

The Structural Equation Modeling (SEM) is the further analysis which is done after analyzing the un-indimensionality level of each indicators and dimensions forming latent variables or exogenous and endogenous constructs which are tested with Confirmatory Factor Analysis, and the next step is to perform a Full Model analysis. of the four variables, namely the Workload variable, the Work Environment variable, the Motivation variable and the Performance variable, as illustrated in the Full Model figure below.

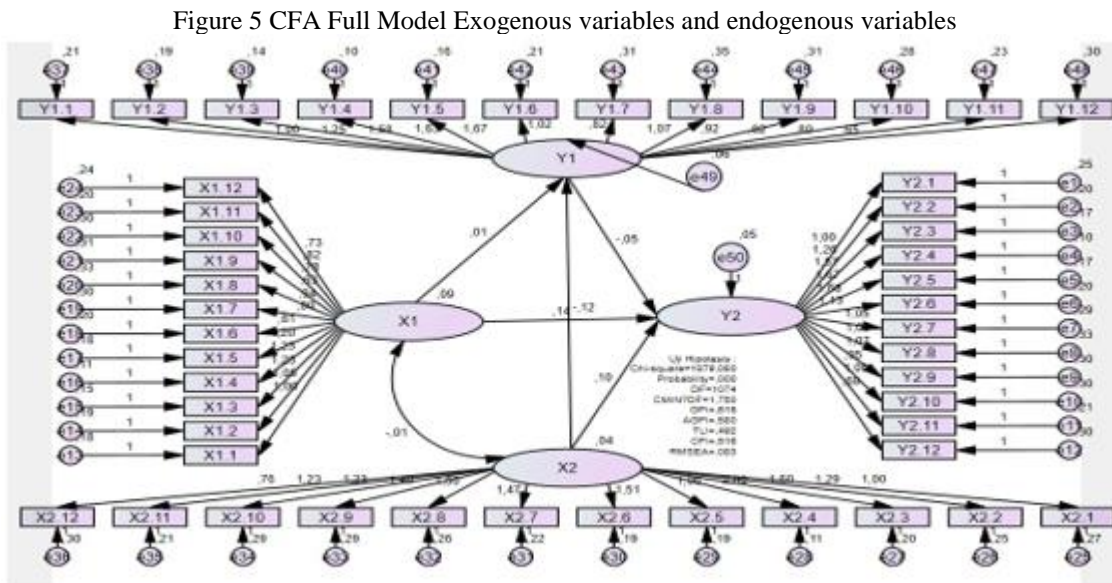


Figure 5 Confirmatory Factor Analysis (CFA) Full Model is known that all the indicators in the Full Model have a significant value  $>$  from 0.5. Igarria et al in Wijayanto(2014), states that the standard factor load is Very Significant if it is 0.5 value. Besides that, Ghazali(2012) says that if the loading factor has a standard of 0.5 it means it is significant which indicate that the Convergent Validity is in a good level. Thus the indicators and the dimensions in the CFA Model of Exogenous Constructs and variable endogenous constructs are declared valid and significant. Furthermore, the Full Model estimation test was carried out simultaneously, namely the Goodness of fit index for exogenous variables and endogenous variables, as shown in the table below:

Table 10 Goodness of Fit Index Full Model

Indicator	Cut-off Value	Result	Conclusion
X <sup>2</sup> – Chi-square (df = 5, p = 0,0000)	< 41,40	1879,080	Marginal fit
Sign. Probability	≥ 0.05	0,716	Fit
Df	≥ 0	1074	Fit
GFI	≥ 0.80	0.616	Marginal fit
AGFI	≥ 0.80	0,840	Fit
CFI	≥ 0.85	0,910	Fit
TLI/NNFI	≥ 0.85	0,870	Fit
NFI	≥ 0.85	0,327	Marginal fit
IFI	≥ 0.80	0,532	Marginal fit
RMSEA	≤ 0.08	0,078	Fit
RMR	≤ 0,05	0,032	Fit

Source: Primary Data processed 2021

## Research Results

The test results of each parameter from Amos program testing are described as follows:

Table 11 Parameter Test Results  
Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Y1	<-	X2	,640	,102	0,978	***	
Y1	<-	X1	,791	,086	2,106	***	
Y2	<-	X1	,396	,159	2,607	,004	
Y2	<-	Y1	,117	,133	4,084	***	
Y2	<-	X2	,560	,213	2,412	***	

Figure 5 Full Model above shows that the indicators in the Full Model have a standard loading value of >0.5 which indicates a good convergent validity level, so that no one drops and from the results of Goodness of Fit in table 10 above, it shows the GOF value that is good. fit and acceptable indicate a good structural equation, and the value of the Critical Ratio (CR) model shows a significant at level > 1.96, namely the motivation variable on the performance of the Manpower and Transmigration Service Employees, so that the structural equation is obtained as follows:

## Structure Equation

$$\text{Performance} = 0.396 \text{ Workload} + 0.117 \text{ Work environment} + 0.560 \text{ Motivation} + e$$

### **Sub-Structure Equation**

$$\text{Motivation} = 0.791 \text{ Workload} + 0.640 \text{ Work Environment} + e$$

The estimated results of the Full Meter Model in Figure 5 Full Model become a reference for testing the three previously determined hypotheses which after that the results of proving the hypothesis will be the final conclusion in the study, and the criteria of Goodness of Fit as listed in table 10 above is used to do simultaneous testing.

### **Hypothesis Testing**

#### **The First Hypothesis Testing**

The Amos calculation above shows that the estimated effect of workload is 0.396 and the CR value is 2.607 and the criteria for t table  $> 1.96$  reflect that there is an influence between workload on motivation, which means it has a significant effect. Thus, because of workload has a positive correlation on motivation, it means that the first hypothesis is accepted. It is reinforced by the data processing results which show the probability value of 0.000 has met the requirements  $<0.05$  and the CR value of 2.108 has also met the requirements  $> 1.96$ , based on the results of the study. Based on the research results (Irham Robaq Anwar, 2015) stated that there is a significant and positive relationship between workload and employee work motivation.

#### **The Second Hypothesis Testing**

The estimated effect of workload on performance is 0.396 and the CR is 2.607 where the t-table criteria  $> (1.96)$  reflect a positive influence, which means it has a significant effect. Thus the second hypothesis is accepted because a positive correlation appears between the workload and performance. It is reinforced by the data processing results which show that the value of the probability of 0.004 meets the requirements  $<0.05$  and the CR value of 2.607 also meets the requirements  $> 1.96$ . Based on the results of the research Jeky et al(2018) said that workload has a negative effect on employee performance.

#### **The Third Hypothesis Testing**

The estimated effect of the working environment on motivation is 0.640 and CR is 0.978 and the t table criteria  $> 1.96$  reflects that work environment has an influence but not significant on the motivation. Thus the third hypothesis is accepted because between the work environment and motivation there is a positive correlation. It is also strengthened by the data processing results which shows a probability value of 0.000 meets the requirements  $<0.05$  and

a CR value of 0.978 also does not meet the requirements  $> 1.96$ . From the results of research (Rayka Dantyo Prakoso et al, 2014) stated that a good work environment affects employee work motivation.

#### **The Fourth Hypothesis Testing**

The estimated effect of the working sphere on performance is 0.560 and the CR is 2.412 where the t-table criteria  $> (1.96)$  reflect a positive influence, which means a significant influence. Thus, because there is a positive correlation between the working environment and performance, it means that the fourth hypothesis is accepted. It is strengthened by the data processing results which show that the probability value of 0.000 has met the requirements of  $<0.05$  and the CR value of 2,412 has also met the requirements of  $> 1.96$ . From the results of research Rayka Dantyo Prakoso(2014) stated that there is a significant and positive impact between the work sphere on performance through employee work motivation.

#### **The Fifth Hypothesis Testing**

Based on the results of Amos' calculations above, the estimated influence of motivation on performance is 0.117 and CR is 4.084 where the t-table criterion  $> (1.96)$  reflects a positive influence, which means a significant influence. Thus the fifth hypothesis is accepted because a positive correlation between motivation and performance is owned. It is strengthened by data processing result which shows that the probability value of 0.000 has met the requirements of  $<0.05$  and the CR value of 4.084 has also met the requirements of  $> 1.96$ .

#### **The Sixth Hypothesis Testing**

The influence of workload, work environment together affects motivation as obtained by the criteria of Goodness of Index (fit value 7). This reflects the positive and significant influence between workload, work environment together on motivation. In line with the results of research (Leoni, 2021) there is an effect of workload and working environment on working motivation

#### **The Seventh Hypothesis Testing**

Estimated effect of workload in the working environment and motivation on performance is obtained by the criteria of the related Goodness of Index (meeting at least 7 criteria) reflecting workload, working environment and motivation together has a significant and positive effect on performance. Based on the research results reference (Sutoyo, 2019) it

states that employee working motivation, workload, and working environment simultaneously and partially have a significant and positive impact on employee performance.

## CONCLUSION

For employees during work from home during the Covid-19 pandemic, the equation of performance structure is affected by the workload, work sphere and motivation together, and the equation of work motivation sub-structure is influenced by workload and work environment together. Partially, a dominant influence is owned by employee motivation on employee performance. It proves that employee work motivation is highly important mediating variable in improving employee performance during work from home.

The theoretical implication is that this research is expected to be a reference for further researchers, especially in terms of increasing employee productivity during the pandemic, especially for those who wish to conduct research in the public and business service sectors.

The practical implication of this research is that research can be done on work supervision variables, in addition to workload, work environment, work motivation during this pandemic so that a comparison can be seen on the achievement of the results. While the supervision of work during Work From Home, This can be done through leadership instructions to require employees not to turn off laptops during working hours so that their performance can be known. In a work environment at home, leaders can require employees to do their jobs in a place or room that is comfortable, clean and not noisy.

## ACKNOWLEDGMENTS

The researcher would like to thank fellow researchers and the Manpower and Transmigration Office of North Musi Rawas Regency

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