The Effect of Work From Home and Long Distance Leadership on Employee Performance

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Abstract

The purpose of this study is to determine the effect resulted after employees work from home and the effect of long distance leadership on employee performance. In this study, there are two independent variables, namely Work From Home and Long Distance Leadership with the dependent variable, namely employee performance, and using mediators, namely Motivation and Commitment to Change. This research will be conducted at the Directorate General of Regional Autonomy of the Ministry of Home Affairs, which is one of the major Directorates because it has a working relationship with local governments to coordinate so that employees who can still do their job with a high level of work productivity are needed. The sampling technique in this study uses proportional random sampling, which will then be carried out using questionnaires and interviews with several employees who have done work from home. At the end of the research, it is hoped that it can be useful as a reference for further studies and policy making related to employee performance to support more productive human resources.

1. Introduction

Human Resources Development is one of the factors becoming the focus of national development in the current government era. It even becomes one of the five main visions of the President of the Republic of Indonesia. Human Resources is a very crucial factor in a company or an organization as it is responsible to regulate roles and relationships in an organization in order to run effectively and efficiently. It causes Human Resources are needed in a company or organization, which is a person who is able to provide contribution in the form of an effort to achieve a goal of the organization.

Human Resources have to be managed properly and professionally by the people who have ability or competence so that the need of Human Resources and the job demands become balance with the result that they can advance an organization. If Human Resources in an organization can be managed properly and carried out professionally in accordance with the competence needed from the organization then it is hoped that the result will work productively. The process of managing the Human Resources started from the recruitment of employees through administrative step, then selection process is carried out. After obtaining the qualified employees, the classification is carried out, then making placement according to the competence, upgrading/training and career development.

The huge impact will be clearly seen in the unavoidable era of industry revolution 4.0. Thus, the organization does an effort in overcoming that matter in order to be able to maintain the organization by having strategies to anticipate the effect of those changes. The readiness to change has to be well prepared by the organization in order to keep surviving in more unpredictable environmental changes. As in the case currently in various countries including Indonesia facing the Covid-19 pandemic conditions, resulting in very significant changes of situation and condition both in terms of life and employee performance that are the impacts of this condition.

This condition gives impact towards employees and workers of both public and private sectors. President Joko Widodo appealed at pers conference at the Bogor Palace for all organizational leaders of both public and private sectors to be able to take steps in order to reduce the spread of Covid-19 virus by managing properly their employees in the case of office shift changing and doing their jobs remotely, in this case doing at home. It has been applied in the condition of the Covid-19 pandemic to prevent the virus infection.

To minimize the spread of corona virus, the regulation has been published by the Ministry of Empowerment of State Appratus and Bureaucracy Reform, namely the regulation of the implementation of employee work regulation. It has also been applied from both central and regional government by still being controlled by the officials from their respective agencies remotely. For now, the Ministry of Home Affairs has been applied WFH by still getting supervision from each leader of each department in order to keep carrying out their responsibility even though they have to work from home. By the enforcement of work system remotely from home, it will affect employee performance of an organization.

The application of the regulation for work system adjustment for State Civil Apparatus still has the same responsibility and obligation when it is not carried out in the office. However, what happens in the field, of course, has challenges and obstacles for the employees to do the job that is often done in the office. The application of the regulation to work from home has influencing factors such as optimization of the work to do due to the limited work tools and communication tools, lack of coordination, and the disturbance of the situation and condition at home. Therefore, anticipation is needed in order to be able to overcome the obstacles. The working concept where the employees can do their job anywhere or especially from home that is usually done from office is a concept applied from Work From Home. By doing the job from home, it can also provide comfort in working for the employees in terms of time. Employees or workers can balance their work by more relaxed condition and make them calmer in finishing their work that will also reduce the spreading level of this virus. Doing work from home is a paid work with the minimum time of 20 hours per week. By doing work at home, it makes the workers can be more relaxed in order to provide balance in this lives (Crosbie & Moore 2004).

A company needs workers who can do the job fast and with a good result, hence a high level peformance is needed so that it can be a priority for the company (Douglas 2015). Performance becomes an important factor in a company with the determined level as a standard of a job. The definition of performance is explained as a work result seen in terms of quality and quantity in carrying out the duty achieved by an employee according to the obligation and responsibility given to him (Mangkunegara: 2015). Furthermore, performance is an achievement of the results of the duty done by an employee in his work (Simanjuntak in Widodo in the year of 2015). Simanjuntak also defined "an individual performance as a level of achievement or a person's work results of the target which has to be carried out in a certain time." Campbell in Armstrong, 2014:31 stated that performance is a behavior done by an employee and has been determined but it still has to be differentiated from the result because it can be mixed by the factors of system. Then, Edison et al (2016:206) explained that performance is a result of a process that refers to and can be measured in a certain time based on the determination that has been agreed upon beforehand. Thus, based on the definition from the experts, it is concluded that performance is a person's behavior of a work achievement where the person does the job based on his responsibility and according to work agreement that has been done beforehand. Thus, anything happens towards the work environment in the future, the employees must keep doing the job so that they keep resulting the performance according to the standard.

In addition to a new implementation for working hour adjustment for the employees who use Work From Home system, the employees must keep doing the same responsibility and obligation even though they are not in a working environment so that it will affect the resulted performance. These performance improvements are, of course, affected by some factors such as long distance control from the leader, motivation and commitment from the organization to make changes according to the unpredictable changing environment as it happens now.

For companies, organizations and individuals, work from home is a special challenge, although there is a positive side of working from home. However, it needs adjustment and the changes of strategies and the procedure to face it, including in terms of leadership. The leaders who usually lead face to face, they are required to change this time namely to lead or control their employees from distance or virtually. It forces for the leaders to change their leadership style in order to be able to adapt with the current situation of working environment, this Long Distance Leadership is the answer of the leadership style that must be done. Although the leadership style has been changed, there are some unchanged indicators even if it is implemented remotely, namely effect, impact, responsibility and burden for the leaders in leading their employees to achieve the final goal of an organization.

The pandemic condition now gives challenges to various parties, including leaders and managers of an organization. Therefore, a leader should keep building trust, relation, and communication in order to be able to influence their employees positively. Aside from the terms of leadership, commitment to change which is based on an interrelated mind-set power between an individual and a necessary act is for the successful implementation of a change initiative (Hersovitch, Meyer 2002).

In terms of the change happens, the commitment is hoped to be a positive matter towards the changes happen. Although the changes happen in an organization, by the existence of commitment in an organization, it can result in support towards the changes that are in line with the expectations of the workers for the success of the changes.

Herscovitch and Meyer (2002) divided the dimensions from commitment to change into affective commitment to change which is a person's desire to give support towards the changes based on the trust of individual towards the

advantages of the changes, continuance commitment to change is an awareness of the impact that will be felt from the changes, successful or failed the workers will still support the changes and normative commitment to change is an obligation of a worker to support the changes of an organization.

2. Theoretical Framework

2.1 Employee Performance

Robert and Bacal in Aswan (2016:6) stated that "A performance is the degree to which an employee contributes to the goals of his or her work unit and company as a result of his/her behavior and the application of skills, abilities, and knowledge". It means that a performance is in which to what extent the employees can give a contribution to the goals of a job done as a working result of their ability and knowledge. Furthermore, according to Campabell (Kaswan 2016:6) "Job performance represents behaviors employees engage in while at work that contribute to organization goals". Thus, it can say that a contribution given by the employees describes a behavior done to achieve the goal of an organization.

Employee performance can be defined as an achievement result obtained by the employees carried out according to the responsibility of the employees' job. A good performance given by the employees is a positive contribution of the employees as the organizational performance can be assessed as good when the employee performance is also good (Gibson et all, 1995:364). Employee performance is a result that has been done by the employee based on the responsibility given to them to do their duty. As stated by Mangkunegara (2017:9), "a worker performance (work achievement) is working result in quality and quantity achieved by a worker in carrying out his duty according to the responsibility given to him." Furthermore, according to Whitmore in Hamzah and Nina (2014:61) stated that performance is "a deed,an achievement, or what a person shows through the real skill." Meyer and Allen (1991) expressed there are 6 dimensions that can measure a performance, namely quality, quantity, timeliness, cost-effectiveness, need for supervision, and interpersonal impact. Next, King in Hamzah and Nina (2014:61) stated that performance is a job done by a person according to the duty and responsibility given to him. In this case, an employee is a person who gets paid after doing a job according to the responsibility given to him by the government.

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2.2 *Motivation*

When an individual has motivation in his life, it will give an effect towards his behavior and spirit in doing his job or activity, because motivation makes him an activator in human thought that can be a reason to do a job. Motivation or in Latin "*movere*" defined as support or activate. For the detail, motivation is defined as a reason to do a certain activity since there is a support to do it, motivation can also be defined as a factor of a person's behavior support (Sutrisno, 2013). It is even in organization scope, motivation is also regarded as a power that can activate the workers who are directed or aimed to achieve the organizational goals (Mangkunegara, 2012). Simply, motivation can be seen as two types motivations namely positive and negative motivation. Positive motivation can be obtained from the rewards and negative motivation can be obtained when getting punishment of the matter that gives a negative impact or punishment or threat by the employees towards the job that they do, or in other words it means there is a cause-effect relationship. Theory of motivation is also often expressed by the experts such as Victor Vroom with the rewards theory (hope, value and relationship), Abraham Maslow with his theory of need (physiological need, safety need, social need, self-actualization need), McClelland with the theory of achievement (The need for achievement, the need for affiliation and the need for ruling), Frederick Herzberg with two factors namely the satisfaction and dissatisfaction factor, Skinner with the theory of positive and negative reinforcement and Edwin Locke with the theory of organization which is aimed for the workers. The mentioned theories beforehand are the background of the workers to act in finishing their work for which they are responsible.

2.3 *Commitment to Change*

Conner (1992) described commitment to change as a glue that holds the relationship between people and the goal of organizational changes, this statement also refers to Conner and Petterson (1982) that argued that the biggest factor resulting the project of changes failed due to the gap in individual commitment to organization. Organizational commitment is defined as a condition where a worker takes side on a certain organization and its

goals and has desire to maintain the membership in the organization (Robbins, 1996). Organizational commitment is a personal value, where organizational commitmentoften refers to loyalty or commitment towards the company (Cherrington, 1994). Furthermore, Commitment according to Meyer and Herscovitch (2001) in a board meaning is a power of mindset that binds an individual to act which is relevant on one or two targets. The existence of Commitment theory from Meyer and Herscovitch is developed so that it can also be applied in a company experiencing changes (Meyer & Herscovitch, 2002), so that employee commitment to change is a power of mindset that binds an individual, in this case,workers for the successful of the implementation of change initiative. There are 3 dimensions that have been adjusted to change initiative namely: Affective commitment to change, Continuance commitment to change, and Normative commitment to change.

2.4 Work from Home

The terms of remote working or commonly known as Work From Home, that is doing the office work at home. The employees do not need to come to the office but can still work at home or other places (Ashal, 2020). Meanwhile, according to Mungkasa (2020), the concept of Work From Home is a new concept in doing the work besides being done directly at the office, this concept is not a new thing in the world of work. It has been applied in some organizations, but in this case it has just applied simultaneously after this pandemic condition happens in Indonesia. According to Crosbie and Moore (2004), in the article of General Finance of the State (*DJKN*), doing the main work commonly done at the office and now move to the workers' home done for 20 hours per week. The use of the terms work from home has been the usual matter for some people. The non-office workers or freelancers that do not have bond in working hour are used to doing it as they do their job anywhere and anytime or it is called remote working. However, in this study the terms of work from home has warmed up again when the pandemic situation flares up and requires the office workers to do the same thing, that is, doing their work at home which makes the workers become ready for the change of atmosphere at work. Moreover, for the employees who work at the public sector, that have just experienced the situation now, they do indirect work at the office as usual but doing it remotely or from home.

2.5 *Leadership*

Leadership is a way to influence other people in order to be effective. This leadership is an approach of every person leading their employees in different ways depending on the leader's characteristics, duty characteristics and characteristics of the people they lead. Armstrong (2003) stated that leadership is "a process giving inspiration to the workers in order to work well to achieve the expected results." Meanwhile, according to Du Brin (2005) leadership is "an effort to influence many people through communication to achieve the goal, the way to influence people by the direction or command, the act that causes other people act or respond and then they will do the positive changes."

According to Sondang P. Siagian, leadership was stated as a person's ability to lead the member in an organization to be able to influence other people, especially their subordinates. It has to be possessed by a leader in order to his members are able to act to carry out the direction from the leader and think according to the certain direction so that the goals are achieved. According to Stoner, leadership is a process to be able to influence the employees to do his direction in an organization or group to achieve the goals of the organization. Thus, it can be concluded that from some experts' opinions about leadership namely a way for the leaders to be able to influence their workers to be able to do their job in order to achieve a certain goal of an organization. If it is related to the condition of work environment now that applies working from home to avoid the infection of the covid-19 virus, then the leaders of organizations and companies control or monitor their employees remotely. It is done so that the leaders can give the direction to do the job in order to achieve the goal of organizations even though it is from long distance.

3. Research Hypotheses

From the result by Pristiyono, Muhammad Ikhlash, Mulya Rafika and Dinda Karasinta Hasibuan in the year of 2020, the Covid-19 pandemic has negative impact in various aspects including the field of high education. In the effort to break the chain of Covid-19 the government issued a policy that the implementation of PT tridharma activities are done via online with the concept of work from home (WFH). The existence of work from home (WFH) causes pro and contra in academic groups. From the research result known that work from home (WFH) has direct effect and significant towards motivation.

H1: Work From Home has significant effect on Motivation

From the result by Pristiyono, Muhammad Ikhlash, Mulya Rafika and Dinda Karasinta Hasibuan in the year of 2020, this research results that all lecturers understand the situation related to Covid-19 and as an effort to break the chain of Covid-19 in university then the internal side of the university carries out the government suggestion to enact work from home (WFH), including the activities of education, teaching, learning, academic service and research and also devotion to the society. It is in accordance with the research result (Liang et al. 2015) that work

from home done in nine months to the Call Center employees increases the performance of 13% that makes them feel work satisfaction.

H2: Work From Home has significant effect on Performance

From the research of "The Effect of Work from Home on State Civil Apparatus Performance at Special Class I Immigration Office TPI Medan" by Rezeky Ana Ashal in 2020 indicates that there is a positive effect between Work From Home through Motivation and Commitment To Change namely having productive time for the employees to be more advance since they start the work easily which is by opening laptop and making tea, without wasting time that might be long enough on the way to the office everyday.

H3: Work From Home has significant effect on Commitment to Change

Based on the research of The Challenges of Long Distance Leadership a View from Asia indicates that there is an effect towards the leaders by long distance, the leaders will face a number of challenges when they physically separate to do the job or coordinate between the leaders and their employees. Thus, some ways are needed to balance the situation and the need so that the work can run well.

H4: Long Distance Leadership has significant effect on Motivation

Based on the research by Ian Nurpatria Suryawan Ronnie Resdianto Masman, Innocentius Bernanto entitled "The Effect of Motivation and Leadership Styles of Lecturer Professions on Organizational Commitment" in 2018. The research results show that Motivation and Leadership Style have significant effect on Work Satisfaction so that it can increase Work Achievement that can eventually increase the Organizational Commitment of the lecturers.

H5: Long Distance Leadership has significant effect on Motivation

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H6: Long Distance Leadership has significant effect on Motivation

It is towards the research of "The Urgency of Communication in Growing Motivation in the Era of Covid-19 Pandemic" by Basthoumi Muslih in 2020. In this study it can be inferred that communication is done directly and indirectly will give motivation to a person so that it can change his daily behavior and activities. Therefore, in the case of communication a person is needed accuracy, skill and caution so that motivation formed according to the goal expected. By the existence of motivation in every activity and it can increase the job he does. The motivation comes from inside and outside of a person. Motivation will influence the behavior and also spirit of a person in doing the activities, as motivation is an activator and support planted in human thought that can be the main reason to do the job.

H7: Motivation has significant effect on Employee Performance

Based on the research by Ian Nurpatria Suryawan, Ronnie Resdianto Masman, Innocentius Bernanto entitled "The Effect of Motivation and Leadership Styles of Lecturer Professions on Organizational Commitment" in 2018. The research results show that Motivation and Leadership Style have significant effect on Work Satisfaction so that it can increase the Work Achievement that can eventually increase the Organizational Commitment of the lecturers.

H8: Commitment to Change has significant effect on Employee Performance
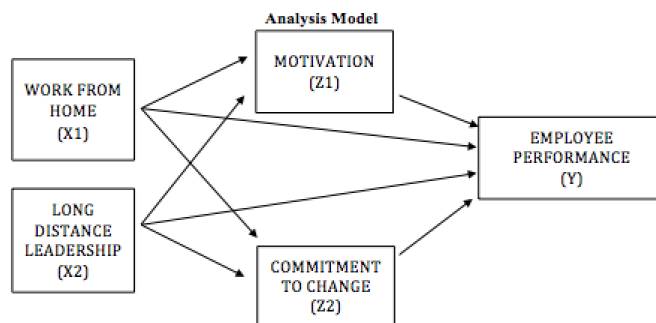
Picture 1: Proposal Research Model

4. Measurement and Testing

4.1 Measurement and Testing

Analysis of PLS-SEM consists of two sub models namely measurement model or outer model and structural model or inner model.

1. Descriptive Statistics Test

This test is conducted by describing the respondents' characteristics by presenting the frequency and percentage of the respondents' characteristics, at the same time interpreting the behavior or responses of the respondents expressed through the questionnaire answers. Then inferential analysis is carried out using Partial Least Square-Structural Equation Modeling (PLS-SEM). PLS-SEM is used to determine the effect between variables and indicators that arrange them and to determine the effect between variables.

2. Measurement Model Test or Outer Model

Measurement model or outer model shows how every indicator block relates to the latent variables. The evaluation measurement model through confirmatory factor analysis is by using the approach of MTMM (Multi Trait-Multi Method) by testing the Convergent Validity Test and Discriminant Validity Test.

a) Convergent Validity Test

Convergent Validity of the measurement model with the reflexive indicator can be seen from the correlation between item score/indicator with the construct score. Convergent and Discriminant Validity is one unit so that the identification is carried out simultaneouly. A measurement has fulfilled convergent validity if it covers several requirements (Hair, et.al, 2014), namely a) having reliability of indicator/minimum item 0.5; b) having composite reliability higher than 0.7; and c) having an average varians extracted (AVE) minimum 0.5.

b. Driscriminat Validity Test

Driscriminat Validity Test is used to describe the relationship measurement tools that measure different attributes. It can be seen on cross loading between indicator and the construct. If the correlation of the construct with the indicator is higher than the correlation of indicator with other contruct, then it shows that latent construct predicts indicator in their block better than indicator in other block. The other method to assess discriminant validity is by comparing the square root of an average variance extracted ($\sqrt{AVE}$) for every construct with correlation between constructs with other constructs with model. A model can be said having quite good discriminat validity if the root of AVE for every construct is bigger than the correlation between construct and other contructs (Fornell & Larcker, 1981 in Ghozali, 2011). In Ghozali & Latan (2015) explained the other test to assess validity from construct by seeing the value of AVE. The model is said to be good if AVE of each contruct has higher value than 0,50.

c. Reliability

In the PLS-SEM approach to test the fulfillment of reliability criteria, the factor analysis is used. The first time to be tested is the reliability of the indicator. In this approach, the square root of the factor loading value is interpreted as the reliability of the indicator. An indicator that has big value of factor loading indicates that the indicator has strong relationship with latent construct so that it supports the high level of reliability (Kano, 2007). In other words factor loading is a correlation between score seen with the factor that is a representation of the attribute measured. The value of factor loading is formulated as the proportion of attribute variant that is measured (T) in variant score that is seen (X), or formulated into VAR(T)/VAR(X) or VAR(T) / [VAR(T) + VAR(E)]. By using SmartPLS the value of factor loading is shown in the table of outer loading.

3. Structural Model Test or Inner Model

This model test is to determine the relationship or the estimation power between latent variables or construct based on substantive theory.

a. R-Square

To assessed R-Square for every endogenous latent variable as the predictive strength of a structural model. To see the value of R-square that is a goodness-fit model test, a structural model is tested. To explain of the effect of a certain exogenous latent variables on endogenous latent variables whether they have substantive effect then the changes of R-square value are used. The value of R-Square are 0,75, 0,50 and 0,25, it can be concluded that the model is strong, moderate and weak.

b. F-Square

This f-square test is conducted to show the goodness of a model. The values of f-square are 0,02, 0,15 and 0,35 that can be interpreted whether the predictors of latent variables have a weak, medium, or big effect at the structural

level. The f-Square value of 0,02 is categorized as a weak effect of the predictors/exogenous of latent variables at the structural level. Then, thef-Square value of 0,15 indicates sufficient effect, while the f-Square value of 0,35 is regarded a strong effect.

c. Q2 Test

The next test is to see that the value of Q2 shows predictive relevance. The value of Q2 > 0 shows the evidence that the observed values have been reconstructed properly so that the model has predictive relevance. While the value of Q2 < 0 shows that there is no predictive relevance.

Conclusion

The proposed research model in this research is to determine various factors that can affect Employee Performance at the Directorate General of Regional Autonomy of the Ministry of Home Affairs. As seen in the picture 1, Work From Home and Long Distance Leadership as independent variables and Employee Performance as a dependent variable which then mediated by Motivation and Commitment to Change. As a part of this ongoing study about Employee Performance, empirical findings from this study can be used as recommendation to formulate the policy of human resources development at the Directorate General of Regional Autonomy of the Ministry of Home Affairs.

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