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THE EFFECT OF WORK FROM HOME, WORK MOTIVATION AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE

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Abstract:

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This research aims to determine the effect of Work from Home (WFH) and work motivation on employee performance mediated by job satisfaction, as well as determine the role of gender in moderating the relationship between WFH and employee performance. This research is quantitative research with a causality analysis approach. The research instrument used was a questionnaire prepared on a five-point Likert scale. The sample size in this study was 293 respondents, all of whom were employees of the Tanjung Priok Main Service Office of Type A Customs and Excise. Data were analyzed using the SEM-PLS method with the help of SmartPLS software version 3.2.29. The research results show that WFH has a positive and significant effect on job satisfaction and employee performance. Work motivation has a positive and significant effect on job satisfaction, but had no significant effect on employee performance. Job satisfaction has a positive and significant effect on employee performance. Job satisfaction can partially mediate the relationship between WFH and employee performance, as well as fully mediate the relationship between work motivation and employee performance. Gender can strengthen the effect of Work from Home (WFH) on employee performance, especially for female employees.

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Penelitian ini bertujuan untuk mengetahui pengaruh Work from Home (WFH) dan motivasi kerja terhadap kinerja pegawai yang dimediasi oleh kepuasan kerja, serta mengetahui peran gender dalam memoderasi hubungan antara WFH dengan kinerja pegawai. Penelitian ini merupakan penelitian kuantitatif dengan pendekatan analisis kausalitas. Instrumen penelitian yang digunakan adalah kuesioner yang disusun dengan skala likert lima poin. Ukuran sampel dalam penelitian ini berjumlah 293 responden yang seluruhnya merupakan pegawai Kantor Pelayanan Utama Bea dan Cukai Tipe A Tanjung Priok. Data dianalisis menggunakan metode SEM-PLS dengan bantuan perangkat lunak SmartPLS versi 3.2.29. Hasil penelitian menunjukkan bahwa WFH berpengaruh positif dan signifikan terhadap kepuasan kerja dan kinerja pegawai. Motivasi kerja berpengaruh positif dan signifikan terhadap kepuasan kerja, tetapi tidak berpengaruh signifikan terhadap kinerja pegawai. Kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja pegawai. Kepuasan kerja dapat memediasi secara parsial hubungan WFH dengan kinerja pegawai, serta memediasi secara penuh hubungan antara motivasi kerja dengan kinerja pegawai. Gender mampu memperkuat pengaruh Work from Home (WFH) terhadap kinerja pegawai, terutama bagi pegawai perempuan.





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INTRODUCTION

Employee performance achievement is a concern for most organizations, one of which is the Tanjung Priok Main Service Office of Type A Customs and Excise (Tanjung Priok Customs), which plays a role in supporting the implementation of tasks and activities related to import and export arrangements as well as controlling the flow of goods in and out of the customs area (Wahyudi, 2019). Based on data obtained from the Internal Compliance Division of Tanjung Priok Customs, during the period from 2015 to 2022, there were still performance targets that were not achieved. The presence of unmet performance targets indicates indications of performance issues among Tanjung Priok Customs employees. Based on observations conducted on 25 Tanjung Priok Customs employees in July 2023, 36% stated that the implementation of WFH (Work from Home) was not optimal, especially regarding scheduling and workload arrangements during WFH. Furthermore, 24% expressed that there were issues with job satisfaction related to the suboptimal mechanisms of rewards, mutations, and promotions. Additionally, another 20% suggested the need for support from leaders and colleagues to enhance their work motivation. Meanwhile, another 20% of employees stated that there were other factors that did not meet employee expectations, including employee development and career advancement.

Essentially, the WFH work pattern offers high flexibility for employees in working and can improve work-life balance

(Azmy et al., 2022). According to Ghiffary and Fakhri (2022), WFH can save costs in working, bring employees closer to their families, and improve work productivity. However, WFH also increases electricity and internet costs and disrupts regular working hours (Ghiffary and Fakhri, 2022). Several previous studies have shown that the WFH system has a positive effect on employee performance (Fauzi et al., 2022; Ghiffary and Fakhri, 2022; Aji and Lataruva, 2022; and Parilla et al., 2022). However, other studies have found that WFH does not significantly impact employee performance (Gibbs et al., 2021; Farooq and Sultana, 2021;). Farooq and Sultana (2021) added that the impact of WFH on worker productivity is felt more by women than men. WFH is considered beneficial for women because it simplifies household chores and family responsibilities compared to men (Farooq and Sultana, 2021). This indicates that there is a gender role suspected of either strengthening or weakening the relationship between WFH and employee performance. However, other research states that gender does not moderate the relationship between WFH and employee performance, in other words, both men and women have the same perceptions in responding to WFH as a new work pattern (Yogaisty et al., 2022).

With WFH, the adjustment of work systems by employees becomes more flexible as work can be done from home. Effendi et al. (2022) revealed that this condition can be a challenge for employees regarding their ability to complete work from home without direct supervision from



leaders and whether they can maintain their motivation to provide the best service to the public. Motivation is essentially possessed by every employee and can arouse oneself to cultivate positive enthusiasm for work. Susilo (2020) assert that employee performance is positively and significantly influenced by motivation. In line with this opinion, Siskayanti and Sanica (2022), Timotius et al. (2022), Effendi et al. (2022), and Rahayu and Dahlia (2023) also concluded that there is a strong relationship between work motivation and employee performance, stating that work motivation can have a positive and significant influence on employee performance. However, other studies concluded that work motivation does not significantly affect employee performance (Runtunuwu et al., 2021; Hidayat, 2021 and Maharani et al., 2023). Majid et al. (2021) stated that high motivation can encourage employees to work better, thereby improving their performance. Furthermore, Hurint et al.

(2023) revealed that work motivation has a positive and significant effect on job satisfaction.

Effendi et al. (2022) revealed that the work-from-home pattern and work motivation can encourage job satisfaction, thus affecting employee performance. According to Azzuhairi et al. (2022), work motivation has a significant impact on job satisfaction, characterized by an increase in job satisfaction due to the increase in employee motivation at work. This means that when employees feel satisfied with their work, it will automatically affect their performance. Susilo (2020) found that employee performance influenced by the work-from-home system and motivation can be mediated by job satisfaction. However, it is different from Sriyaningsih et al. (2022) who found in their research that employee performance influenced by WFH cannot be mediated by job satisfaction. The relationship between variables is shown in Figure 1 below.

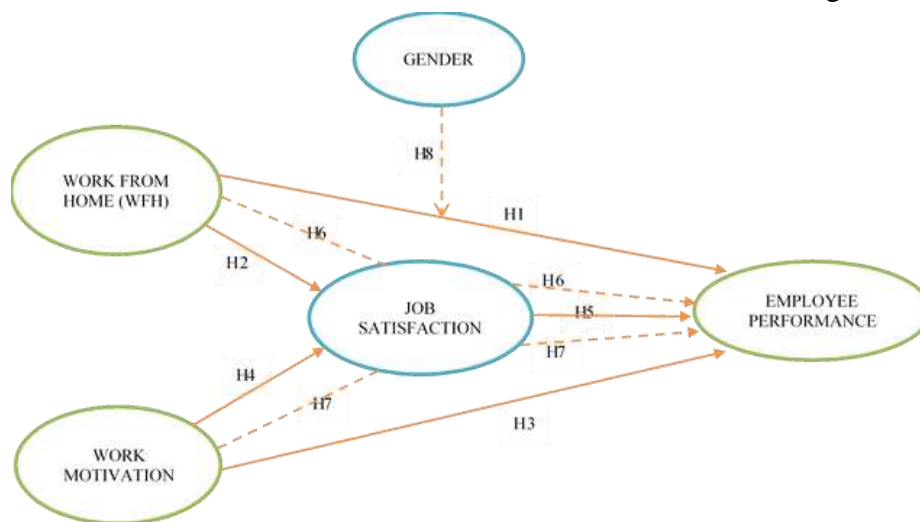


Figure 1.
Relationship Between Variables
Source: Primary Data Processed, 2023.

RESEARCH METHOD

The type of research used is descriptive quantitative through a causal analysis approach. The population in this

study is Civil Servants who are assigned to the Tanjung Priok Customs Office. The number of employees recorded in the personnel database at the Human Resources

Sub-Division of Tanjung Priok Customs Office for the period of December 2023 is 1096 employees. The sample size in this study is determined by the Slovin formula, which is appropriate when the population size in a study is known (Darmawan and Ziveria, 2023). Based on calculations using the Slovin formula, the sample size in this study is 293 respondents. The sampling technique used in this study is probability sampling. This study uses a questionnaire as a research instrument to obtain primary data. To enhance the validity and reliability of this study, all variables are measured using instruments that have been developed or used in previous research. The Work from Home (WFH) variable is measured using the instrument developed by Parilla et al. (2022). Then, the work motivation variable is measured using the instrument developed by Azzuhairi et al. (2022). Job satisfaction and employee performance variables are measured using the instrument developed by Novryansyah et al. (2021). The WFH, work motivation, and employee performance variables are measured using a 5-point Likert scale, ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"). Meanwhile, the job satisfaction variable is measured using a 5-point Likert scale ranging from 1 ("Very Dissatisfied") to 5 ("Very Satisfied").

The causal relationships between variables in this study are analyzed through

the Partial Least Square (PLS) approach. The PLS method is considered capable of integrating previous methods such as multiple regression and exploratory factor analysis into a new analytical technique for conducting Confirmatory Factor Analysis (CFA) and structural model estimation (Hair et al., 2018). Basically, SEM-PLS consists of two models: the measurement model, which depicts how measured variables represent constructs, and the structural model, which shows how constructs represent each other. Therefore, the first step in this study is to analyze the measurement model. If the measurement model meets all the required criteria, then the analysis of the structural model can be continued (Hair et al., 2018). The software used to conduct SEM-PLS analysis in this study is the SmartPLS program version 3.2.9.

RESULTS AND DISCUSSION

Descriptive analysis in this study is used to provide a description or overview of the research subjects and to determine the tendency of respondent answers based on the variable data obtained from the research subjects. The description of respondent characteristics in this study includes gender, age, education, and length of service as shown in Table 1

Table 1: Respondent Characteristics

Characteristics	Alternative Answers	Frequency	Percentage (%)
Gender	Male	175	59,73
	Female	118	40,27
Age	17 – 29 years	178	60,75
	30 – 39 years	77	26,28
	40 – 49 years	30	10,24
	> 50 years	8	2,73
Education	D1	73	24,91
	D3	84	28,67



Characteristics	Alternative Answers	Frequency	Percentage (%)
Years of Service	D4/S1	111	37,88
	S2	25	8,54
	< 10 years	197	67,24
	11 – 20 years	61	20,82
	21 – 30 Tahun	33	11,26
	> 31 Tahun	2	0,68
Total		293	100

Source: Primary Data Processed, 2024

The measurement model analysis begins with conducting convergent validity tests based on the values of Factor Loading and Average Variance Extracted (AVE). The test results show that all factor loading values are greater than 0.6. This indicates that all indicators in the measurement model explain more than 50% of the indicator variance. Meanwhile, the AVE test results show that initially, there is an AVE value of less than 0.5, which is the Job Satisfaction variable (0.495). Therefore, an adjustment is needed by removing one indicator with the lowest factor loading value on the Job Satisfaction variable, namely the KP5 indicator with a value of 0.632. Subsequent testing results in AVE values of more than 0.5 for all constructs. Therefore, based on factor loading values for all constructs being more than 0.6 and AVE values being more than 0.5, it can be concluded that all variables and their indicators meet the convergent validity criteria. The next step in the measurement model analysis is to evaluate internal consistency reliability. Hair et al. (2018) argue that to test internal consistency reliability, measurements can be done through Cronbach's Alpha (CA) and Composite Reliability (CR). Based on the results of internal consistency reliability testing, it is known that all variables have Cronbach's Alpha values greater than 0.6 and Composite Reliability values greater than 0.7. Therefore, it can be stated that all

constructs have good reliability and can consistently measure each variable. The final step in conducting measurement model analysis is to assess discriminant validity. This study uses the heterotrait-monotrait (HTMT) ratio correlation method to test discriminant validity. Based on HTMT calculation results, it is known that the HTMT value between the Job Satisfaction and Work Motivation variables is 0.920, which exceeds the threshold of 0.90. Therefore, an adjustment is needed by removing the indicators with the highest average correlation between Job Satisfaction and Work Motivation. The result of this adjustment ultimately requires the removal of MK7 and MK8 indicators from the measurement model because they have the highest average correlation values. Based on the calculation results of the PLS algorithm after adjustment, it is known that all HTMT values are below the threshold of 0.90, so it can be stated that all constructs meet discriminant validity and are eligible for further analysis.

The next analysis is the evaluation of the structural model by testing the Coefficient of Determination R-square (R^2), Effect Size F-square (f^2), and Predictive Relevance Q-square (Q^2). The R-Square calculation results show that the R^2 value of Job Satisfaction is 0.528, while the R^2 value of the Employee Performance variable is 0.326. This means that the ability of the independent variables, namely Work



from Home (WFH) and Work Motivation, to explain Job Satisfaction and Employee Performance variables is in the moderate category. The f^2 test results show that WFH has a small substantive effect on Job Satisfaction with an f^2 value of 0.018, but has a moderate substantive effect on Employee Performance with an f^2 value of 0.034. Furthermore, Work Motivation has a small substantive effect on Employee Performance with an f^2 value of 0.000, but has a strong substantive effect on Job Satisfaction with an f^2 value of 1.035. Meanwhile, the Job Satisfaction variable has a moderate substantive effect on Employee Performance with an f^2 value of 0.150. Meanwhile, the Q^2 test results show that the Q^2 value for the Job Satisfaction variable is greater than 0, namely 0.287, so it can be stated that the Job Satisfaction variable is able to predict the model well. The Q^2 value for the Employee Performance variable is also greater than 0, namely 0.201, so it can be stated that the Employee Performance variable is also able to predict the model well.

The results of hypothesis testing on direct effects indicate that the influence of Work from Home (WFH) on employee performance has a path coefficient of 0.160, a t-statistic of 2.595, and a p-value of 0.009. The positive path coefficient (0.160) implies that WFH positively affects employee performance. The t-statistic value of $2.595 > 1.65$ and p-value of $0.009 < 0.005$ indicate that WFH significantly influences employee performance. The results of this study support several previous studies that also found a positive and significant influence of WFH on employee performance (Sulastri, 2021; Fauzi et al., 2022; Aji and Lataruva, 2022; Ghiffary and Fakhri, 2022; Sarmijan et al., 2022; Yogaisty et al., 2022; and Parilla et

al., 2022). WFH can enhance employee productivity by providing more flexible working hours, thus creating a better work-life balance.

The influence of WFH on job satisfaction has a path coefficient of 0.102, a t-statistic of 2.174, and a p-value of 0.030. The positive path coefficient (0.102) implies that WFH positively affects job satisfaction. The t-statistic value of $2.174 > 1.65$ and p-value of $0.030 < 0.005$ indicate that WFH significantly influences job satisfaction. These findings are in line with several previous studies that also found a positive and significant influence of WFH on job satisfaction (Susilo, 2020; Mergener and Mansfeld, 2021; Yu and Wu, 2021; Parilla et al., 2022; and Mohammed et al., 2022). Working from home can increase job satisfaction due to increased time flexibility and the freedom to utilize that time, especially for improving work-life balance.

The influence of work motivation on employee performance has a path coefficient of 0.047, a t-statistic of 0.490, and a p-value of 0.624. The negative path coefficient (-0.047) implies that the influence of work motivation on employee performance is negative. The t-statistic value of $0.490 < 1.65$ and p-value of $0.624 > 0.005$ indicate that work motivation does not significantly affect employee performance. The lack of significant influence of work motivation on employee performance differs from the findings of several previous studies stating that work motivation has a positive and significant influence on employee performance (Susilo, 2020; Efendi et al., 2022; Siskayanti and Sanica, 2022; Timotius et al., 2022; Parilla et al., 2022; and Rahayu and Dahlia, 2023). However, this finding aligns with the research conducted by



Runtuuwu et al. (2021), Hidayat (2021), and Maharani et al. (2023) stating that work motivation does not have a significant influence on employee performance.

The influence of work motivation on job satisfaction has a path coefficient of 0.729, a t-statistic of 16.520, and a p-value of 0.000. The positive path coefficient (0.729) implies that work motivation positively affects job satisfaction. The t-statistic value of 16.520 > 1.65 and p-value of 0.000 < 0.005 indicate that work motivation significantly influences job satisfaction. This study also supports several previous studies that found a positive and significant influence of work motivation on job satisfaction (Balasundran et al., 2021; Efendi et al., 2022; Azzuhairi et al., 2022; and Rahayu and Dahlia, 2023). This indicates that an increase in work

motivation leads to an increase in job satisfaction.

The influence of job satisfaction on employee performance has a path coefficient of 0.535, a t-statistic of 6.260, and a p-value of 0.000. The positive path coefficient (0.535) implies that job satisfaction positively affects employee performance. The t-statistic value of 6.260 > 1.65 and p-value of 0.000 < 0.005 indicate that job satisfaction significantly influences employee performance. Furthermore, the results of this study support several previous studies that found a positive and significant influence of job satisfaction on employee performance (Susilo, 2020; Efendi et al., 2022; Tarigan et al., 2022; Sriyaningsih et al., 2022; Parilla et al., 2022; Rahayu and Dahlia, 2023; and Hilton et al., 2023).

Table 2: Results of Hypothesis Testing on Direct Effects

	Hypothesis	Path Coefficient	T-Statistik	P-Value	Decision
H1	Work from Home → Employee Performance	0,160	2,595	0,009	Accepted
H2	Work from Home → Job Satisfaction	0,102	2,174	0,030	Accepted
H3	Work Motivation → Employee Performance	-0,047	0,490	0,624	Rejected
H4	Work Motivation → Job Satisfaction	0,729	16,520	0,000	Accepted
H5	Job Satisfaction → Employee Performance	0,535	6,260	0,000	Accepted

Source: Primary Data Processed by SmartPLS 3.2.9, 2024

The results of mediation hypothesis testing indicate that the influence of WFH on employee performance mediated by job satisfaction has a path coefficient of 0.054, a t-statistic of 2.249, and a p-value of 0.025. The t-statistic value of 2.249 > 1.65 and p-value of 0.025 < 0.005 indicate that job satisfaction significantly mediates the relationship between WFH and employee performance. The results of this study

support several previous studies that also found job satisfaction mediates the relationship between WFH and employee performance (Susilo, 2020; and Efendi et al., 2022). This indicates that an increase in WFH implementation indirectly leads to improved employee performance through the role of job satisfaction. Meanwhile, the influence of work motivation on employee performance mediated by job satisfaction



has a path coefficient of 0.390, a t-statistic of 5.218, and a p-value of 0.000. The t-statistic value of $5.218 > 1.65$ and p-value of $0.000 < 0.005$ indicate that job satisfaction significantly mediates the relationship between motivation and employee performance. Furthermore, the results of this study support several

previous studies that found job satisfaction mediates the relationship between work motivation and employee performance (Susilo, 2020; and Efendi et al., 2022). This indicates that an increase in work motivation indirectly leads to improved employee performance through the role of job satisfaction.

Table 3: Results of Mediation Hypothesis Testing

Hypothesis	Path Coefficient	T- Statistik	P- Value	Information
Work from Home → Employee Performance	0,160	2,595	0,009	Significant
Work from Home → Job Satisfaction → Employee Performance	0,054	2,249	0,025	Significant
H6		Partial Mediation		
Work Motivation → Employee Performance	-0,047	0,490	0,624	Not Significant
Work Motivation → Job Satisfaction → Employee Performance	0,390	5,218	0,000	Significant
H7		Full Mediation		

Source: Primary Data Processed by SmartPLS 3.2.9, 2024

Meanwhile, the results of moderation hypothesis testing indicate that the path coefficient values strengthen from 0.054 before moderation effects to 0.127 and 0.330 after being moderated by male and female genders respectively. However, the moderation effect for male gender is not significant, with a p-value of $0.076 > 0.05$ even though its t-statistic value is $1.776 > 1.65$. Meanwhile, for female gender, the t-statistic value of $2.728 > 1.65$ and p-value of $0.006 < 0.005$, indicating that female

gender significantly moderates the relationship between WFH and employee performance. The results of this study support the findings of Farooq and Sultana (2022) stating that the impact of WFH on worker productivity is felt more by women than men. WFH is considered beneficial for women because it simplifies household chores and family activity demands compared to men who often work outside the home.

Table 4: Results of Moderation Hypothesis Testing

Hypothesis	Path Coefficient	T- Statistik	P- Value	Information
Without Moderation				
Work from Home → Employee Performance	0,054	2,249	0,025	Significant



Hypothesis	Path Coefficient	T- Statistik	P- Value	Information
With Moderation				
Gender: Male				
Work from Home → Employee Performance	0,127	1,776	0,076	Not Significant
Gender: Female				
Work from Home → Employee Performance	0,330	2,728	0,006	Significant

Source: Primary Data Processed by SmartPLS 3.2.9, 2024.

CONCLUSION

Based on the results of hypothesis testing and discussions, it can be concluded that Work from Home (WFH) has a positive and significant effect on employee performance as well as on job satisfaction. Proper implementation of WFH can foster job satisfaction, which ultimately enhances employee performance at Tanjung Priok Customs. This study also concludes that work motivation does not significantly affect employee performance, but it does have a positive and significant effect on job satisfaction. Meanwhile, job satisfaction significantly influences employee performance. Employees who are satisfied with their work can improve their performance. Job satisfaction can partially mediate the relationship between WFH and employee performance, and fully mediate the relationship between work motivation and employee performance. Additionally, gender can strengthen the influence of WFH on employee performance, especially for female employees at Tanjung Priok Customs. For future research, additional variables such as leadership, working conditions, work-life balance, and organizational commitment can be added to explain job satisfaction and employee performance. Additionally, factors such as age, tenure, or education level could be considered as moderating variables that

may strengthen or weaken the relationship between WFH and employee performance.

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