

DETERMINING EMPLOYEE PERFORMANCE AT PT PANCA DEWATA UTAMA AFTER THE END OF THE COVID19 PANDEMIC

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ABSTRACT

The objective of this study is to assess the direct and indirect impact of the work from home (WFH) system, work discipline, and employee loyalty on employee performance. This will be done by examining the role of work motivation as an intervening variable at PT Panca Dewata Utama after the Covid-19 pandemic. All 40 employees of the company were included in the overall population and samples taken. Utilizing path analysis in SPSS software, it was determined that working from home (WFH) did not have a significant impact on employee performance. Concurrently, the presence of discipline and loyalty has a beneficial impact on the performance of employees. Working from home (WFH) solely impacts job motivation. Other variables also have this influence. There is a direct correlation between motivation and employee performance, meaning that as motivation increases, so does employee performance.

Keyword : *Work From Home, Discipline Loyalty, Work Motivation and Employee Performance.*

1. INTRODUCTION

Amidst the Covid-19 pandemic, it was strongly advised for all companies to adopt a Work From Home (WFH) arrangement. This appeal has the potential to impact the performance of employees within a business. While firm operations may continue without any major issues, disruptions in productivity might nevertheless occur (Galanti et al., 2021). Ultimately, any organization must possess a competitive advantage to ensure its survival during challenging periods and in the long term (Idris et al., 2022).

In order to ensure the long-term viability of the company, it is essential to have employees that are highly productive, innovative, creative, and consistently passionate and loyal (Akkas et al., 2015; Bani-Melhem et al., 2018; Guillon & Cezanne, 2014; Zaitouni & Ouakouak, 2018). Despite the conclusion of the Covid-19 pandemic, the work-from-home (WFH) arrangement continues to be utilized, albeit not in its entirety. In addition to that, there are also modifications in the work environment that align with overall patterns. The loyalty of employees is being put to the test. Does the shifting times and economic upheaval significantly increase employees' motivation to enhance their performance?

Based on the performance trajectory of employees from the sales and marketing divisions of PT Panca Dewata Utama, the sales accomplishment for the year 2021 amounted to 2.7 billion. Nevertheless, in early January 2022, there was a decrease in sales with no corresponding increase in customer base or acquisition of new clients. The management endeavors to sustain a rise in net profit by implementing cost reduction measures.

Regarding service delivery, the employees of PT PDU in the support technician department have been experiencing delays in providing assistance to customers facing internet issues. This is primarily due to the servers being situated at multiple locations, including offices and various buildings. Additionally, there are restrictions on visiting certain office sites and obtaining permits, which further complicates the process. as a result of the impact of the Covid-19 epidemic.

Moreover, the present adoption of remote work for employees is a response to managing the effects of Covid-19 since the start of 2020 and has remained the prevailing work arrangement at PT PDU up until now. Adhering to the WFH protocol is crucial for maintaining work discipline and ensuring a well-organized and efficient completion of tasks. Additionally, it creates a pleasant working environment that boosts employees' motivation and enthusiasm.

2. LITERATURE REVIEW

2.1 Work From Home

Work From Home is a phrase that refers to the practice of working remotely, specifically from one's own residence. Workers can avoid in-person interactions with their colleagues by not needing to physically go to the office (Baker et al., 2007). Freelance workers are well-acquainted with the concept of working from home, however they commonly refer to it as remote work or remote working (Flores, 2019). Working from home and remote working are essentially the same, with the only distinction being the terminology used. The only variation is in the specific policies and rules set by the organization for their employees. Some individuals adhere to a fixed schedule of work hours, typically from 08.00 in the morning until 16.00. Others have the flexibility to work at any time as long as their tasks are completed, and they prioritize maintaining prompt communication.

Multiple studies indicate that working from home (WFH) can enhance productivity (Satriyono et al., 2022; Syuhada, 2024; Yuannisa, 2022). However, other researchers argue that the WFH model should only be employed in exceptional circumstances (Darmawan & Atmojo, 2020; Mungkasa, 2020; Setiawan & Fitrianto, 2021). Based on this, the researcher formulated the hypothesis that working from home (WFH) has an impact on organizational performance.

2.2 Work Discipline

The term "discipline" originates from the Latin word "disciplina," which refers to the process of teaching, educating, and developing one's character in terms of civility and spirituality (Thompson, 2017). Work discipline refers to the consistent adherence of employees to punctuality, completing tasks with high quality, and complying with both corporate policies and societal norms. Discipline is a cognitive disposition that manifests in the conduct or demeanor of individuals, collectives, or communities, through adherence to governmental regulations or societal ethics, norms, and standards, serving certain objectives.

Discipline, fundamentally, refers to the proactive behavior exhibited by employees who take responsibility for their job, aiming to minimize the incidence of even little issues and prevent the emergence of potential errors. Company discipline is considered satisfactory when certain personnel adhere to established regulations.

Most studies on work discipline and performance indicate favorable outcomes. The level of employee discipline directly influences the improvement of organizational performance (Prayogi et al., 2019; Sardjana et al., 2019; Surajiyo et al., 2021).

2.3 Work Loyalty

Work loyalty is a component that is examined in employee research, encompassing loyalty towards their work, position, and company (Linz et al., 2015). This work loyalty is demonstrated through the willingness to safeguard and shield the company, both within and outside of work, from individuals who act irresponsibly. Loyalty is a crucial characteristic that influences the relationship between a firm, organization, or institution and its personnel (Dutta & Dhir, 2021).

While it is rare for companies, organizations, institutions, or leaders to explicitly request loyalty from their personnel, many of them covertly anticipate it. By cultivating loyalty among its employees, a corporation establishes a sense of ownership over its workforce, ensuring that employees are committed to advocating for the company's interests. This also instills confidence in leaders, as they can trust that their directives will be executed without hesitation. Work loyalty refers to an employee's strong commitment to the organization, demonstrated by a desire to stay with the company, perform at their best, and make sacrifices for the organization's advancement (Dareho et al., 2018; Efendi & Tamami, 2017; Ningrum & Pambudi, 2021).

2.4 Work Motivation

Work motivation refers to the duration for which an individual can sustain their level of effort in the workplace. In order to have a more profound comprehension of job motivation, the following is an elucidation about work motivation as presented by (Kanfer et al., 2017).

Work motivation typically arises from a combination of individual and organizational variables (Björklund, 2001). Research conducted by (Alam, 2016; Haji, 2018; Muna et al., 2020) has shown that employees with strong motivation in the workplace have the ability to enhance corporate performance.

Employee performance

An employee's performance is the outcome of their job. Performance refers to the degree of success attained by an individual in executing specified tasks, and is determined by factors such as skill, experience, dedication, and timeliness. The key factor in achieving optimal performance is the human resources component. Despite the meticulous preparation of the plans, their effectiveness is rendered futile if the individuals responsible for their execution lack the necessary qualifications and fail to demonstrate a high level of work passion.

3. METHODOLOGY OF RESEARCH

This study is a form of quantitative-descriptive research that seeks to provide a detailed and objective description and interpretation of items based on their inherent characteristics (Panggabean et al., 2024). The investigation was conducted at PT Panca Dewata Utama, situated at Jl, Panglima Polim no 27, South Jakarta. The contact number is (021) 7532501. The duration of this study project is approximately four months, spanning from February to May 2023.

The sample size for this study consisted of 40 employees from PT Panca Dewata Utama. By utilizing a fully representative sample, the sample size corresponds precisely to the population, consisting of 40 employees. The data analysis involved doing route analysis, which included the creation of a model that incorporated both direct and indirect effects through intervening factors (Saifuloh et al., 2021).

3. RESULT

Table 1. Data Quality Test

No.	Test	Result	Cut-Off	Information
1.	Validity			All indicators valid
	Work From Home	0,81769	0,312	Valid
	Discipline	0,903125	0,312	Valid
	Loyalty	0,719357	0,312	Valid
	Performance	0,8891	0,312	Valid
	Motivation	0,385076	0,312	Valid
2	Reliability			All indicators reliable
	Work From Home	0,9009	0,6	Reliabel
	Discipline	0,9817	0,6	Reliabel
	Loyalty	0,9227	0,6	Reliabel
	Performance	0,9628	0,6	Reliabel
	Motivation	0,95946	0,6	Reliabel

Table 2. Classical Test

No.	Test	Result	Information
1.	Normality Structure 1,2	The dots spread in the same direction and around the diagonal line	Normally distributed
2.	Multicollinearity Structure 1	Tolerance > 0,10 Tolerance	There is no multicollinearity in this variable
	Work From Home	0,320	
	Discipline	0,175	
	Loyalty	0,265	
	Performance	0,188	
	Multicollinearity Structure 2	Tolerance	There is no multicollinearity in this
	Work From Home	0,400	
	Discipline	0,197	

	Loyalty	0,305	variable
3.	Heteroscedasticity Structure 1,2	The data points are spread above and below or around the number 0 and do not form a pattern	There is no indication of heteroscedasticity

Table 3. Multiple Regression Results and Goodness of Fit

No.	Test	Description/ Variables	Significance	Information
1.	Coefficient of Determination (R-Square) Structure 1	R ² Adjusted R ²	0,809 0,794	
2.	Coefficient of Determination (R-Square) Structure 2	R ² Adjusted R ²	0,917 0,908	
3.	Path Analysis Structure 1	(Constant) Work From Home Discipline Loyalty Performance	0,163*** 0,753*** 0,000*** 0,018*** 0,043***	Significant Significant Significant Significant Significant
4.	Path Analysis Structure 2	(Constant) Work From Home Discipline Loyalty	0,733*** 0,007*** 0,049*** 0,022***	Significant Significant Significant Significant

4. DISCUSSION

4.1 First Model

The initial model examines the impact of remote work, self-control, and commitment on job motivation. Based on the information shown in the preceding table, it can be inferred that these three variables exert a favorable influence on work motivation. Consequently, increased implementation of working from home (WFH) and adherence to strict work routines can foster enhanced job motivation. Devoted employees enhance job motivation due to their heightened sense of hope and obligation towards the organization.

Organizational changes involve the implementation of Work from Home (WFH) policies, which restrict employees from working in the office or convening in rooms. Instead, employees are required to work remotely from their homes. Working from home necessitates the utilization of many tools such as Zoom, WhatsApp, Google Meet, Microsoft Teams, and others to facilitate remote work. In order to facilitate remote work, in addition to using a reliable application, it is crucial to have a robust internet connection. This ensures that during online meetings, participants can hear each other clearly and data can be transmitted swiftly. The work motivation of employees at PT Panca Dewata Utama remains high despite working remotely from home. This condition is further reinforced by the consistent use of software and the internet, and is grounded on research acquired from several perception indications.

Discipline is the primary operational aspect of human resource management as it directly correlates with employee productivity. The level of employee productivity is directly proportional to the degree of staff discipline. Lacking proper discipline poses a significant challenge for corporate companies to get optimal outcomes. PT Panca Dewata Utama demonstrates a culture of punctuality and adherence to corporate norms among its personnel.

The commitment of employees to PT Panca Dewata Utama has the ability to stimulate increased motivation. Characteristics of loyal employees include their ability to maintain strict confidentiality about company information, their strong sense of ownership towards the organization, and their willingness to labor beyond regular working hours. Over the past 5 years, there has been a complete absence of employee turnover.

4.2 Second Model

The second model examines the direct and indirect impact of remote work, discipline, and loyalty on performance by considering motivation as an intervening factor. The research findings indicate that all variables, with the

exception of work from home, have a beneficial impact, both directly and indirectly. The significance threshold for the variable X1 (Work from Home Pattern) on employee performance (Y) is 0.753, which is less than 0.05. The adoption of remote work policies leads to diminished communication efficacy, both among employees and in interactions with customers. Working from home (WFH) can also be hindered by domestic circumstances, leading to a lack of concentration among employees.

The variable of Discipline (X2) has a statistically significant positive impact on employee performance (Y), with a significance level of 0.000, which is lower than the threshold of 0.05. Employees consistently meet deadlines. Additionally, they adhere to company regulations. This is because management utilizes rewards and penalties as a means of expressing appreciation and enforcing staff discipline.

Employee performance at PT Panca Dewata Utama is also influenced by loyalty. The significance level for the Loyalty variable (X3) on employee performance (Y) is 0.018, which is less than the threshold of 0.05. Unfaithful employees will impede the company's accomplishments. PT Panca Dewata Utama mandates employee loyalty and fosters a sense of business allegiance through management-led education. The growth and development of a firm are contingent upon its productivity, which in turn affects the well-being of its employees.

The research findings indicate that employee motivation significantly impacts both individual employee performance and overall corporate performance. The p-value for the relationship between the Motivation variable (Z) and employee performance (Y) is 0.043, which is less than the predetermined significance level of 0.05. Increased motivation leads to improved performance. The growth of firm assets, as demonstrated by increased profitability, consumer base, and market share. By the beginning of 2023, PT Panca Dewata Utama achieved growth in its client base and successfully obtained a reputable firm management accreditation.

5. CONCLUSIONS

Based on the aforementioned analyses, it can be inferred that in the initial model, the three independent variables (remote work, work discipline, and employee loyalty) have the capacity to foster a strong work drive in individuals. In the second model, all the independent variables mentioned above exert a direct or indirect influence on performance via motivation. The variable of working from home (WFH) does not have any impact on firm performance, despite being influenced by motivation.

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