

THE INFLUENCE OF WORK FROM HOME AND MOTIVATION ON MORALE AND THEIR IMPACT ON EMPLOYEE WORK PRODUCTIVITY

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Abstract: This study aims to analyze the effect of work from home and motivation on morale and their impact on employee productivity in various regions in Indonesia. This study provides theoretical implications as well as managerial implications as input for increasing employee productivity which is influenced by work from home and motivation as an exogenous variable through work spirit as a moderating variable. The population in this study were employees of public and private institutions inside and outside Jabodetabek using the Purposive Sampling technique. Collecting data through a survey with 135 respondents as the object of research. Through the distribution of the questionnaire, the data from the respondents were then analyzed for their suitability with the research model developed from the theoretical framework using SEM confirmatory analysis. The results of the study prove that work from home affects work morale, motivation affects work morale, work spirit affects work productivity, work from home does not affect work productivity, motivation affects work productivity and work spirit affects work productivity. The work spirit variable successfully mediates the effect of work from home on work productivity. Similarly, work enthusiasm has succeeded in mediating the effect of motivation on work productivity.

Keywords: Work From Home, Motivation, Work Spirit, Employee Work Productivity

Abstrak: Penelitian ini bertujuan untuk menganalisis Pengaruh Work from Home dan Motivasi terhadap Semangat Kerja Serta dampaknya pada Produktivitas Kerja Karyawan pada beragam wilayah di Indonesia. Penelitian ini memberikan implikasi teoritis serta implikasi manajerial sebagai masukan bagi peningkatan Produktivitas Kerja Karyawan yang dipengaruhi oleh Work from Home dan Motivasi sebagai variabel eksogen melalui Semangat Kerja sebagai variabel moderating. Populasi dalam penelitian ini adalah Karyawan institusi negeri dan swasta di dalam maupun luar Jabodetabek dengan menggunakan teknik Purposive Sampling. Pengumpulan data melalui survey dengan responden sejumlah 135 responden yang dijadikan sebagai objek penelitian. Melalui penyebaran daftar pertanyaan, maka data dari responden tersebut kemudian dianalisis kesesuaiannya dengan model penelitian yang dikembangkan dari kerangka teoritis menggunakan analisis konfirmatori SEM. Hasil penelitian membuktikan bahwa work from home berpengaruh terhadap semangat kerja, motivasi berpengaruh terhadap semangat kerja, semangat kerja berpengaruh terhadap produktivitas kerja, work from home tidak berpengaruh terhadap produktivitas kerja, motivasi berpengaruh terhadap produktivitas kerja dan semangat kerja berpengaruh terhadap produktivitas kerja. Variabel semangat kerja berhasil memediasi pengaruh work from home terhadap produktivitas kerja. Demikian pula semangat kerja berhasil memediasi pengaruh motivasi terhadap produktivitas kerja.

Kata Kunci: Work From Home, Motivasi, Semangat Kerja, Produktivitas Kerja Karyawan

INTRODUCTION

The world is currently facing the problem of the COVID-19 pandemic. Various projections and calculations of experts say this condition will last for an uncertain time. It has been more than 1 year since the first case of COVID-19 was discovered at the end of 2019. The policy of working from home (Work From Home) has been in effect since March 16, 2020. The WFH scheme is part of the concept of telecommuting (working remotely), which is actually not new in the world of work and urban planning, and has even been known since the 1970s as one of the an attempt to overcome the traffic jams of the daily commute home-office. Work From Home (WFH) is synonymous with doing office work, meetings, discussions, and coordination with colleagues and or work partners from their respective employees' homes online. The choice of media used can be in the form of voice calls, chat/text messengers, and audio/video conference calls. Several choices of video conferencing applications are currently diverse, such as Google Meet, Microsoft Team, Zoom, Skype and so on. Online survey data on the emergency impact of the corona virus on workers/employees shows that as many as 51 percent of employees continue to work but only from home/not to the office/workplace (P2 Population and LD-UI, 2020).

The studies that have been carried out using the variables Work From Home, Motivation, Work Spirit, and Productivity are Simarmata (2020) with the title The Effect of Work From Home on the Productivity of Ambon State Polytechnic Lecturers. Concluding that Work From Home (WFH) or working at home has a significant positive effect on the work productivity of lecturers at the Ambon State Polytechnic.

Rahmawati (2013) conducted a study entitled The Effect of Motivation on Work Productivity of Fajar Berlian Tulungagung PR Employees. Concluding that motivation has a significant effect on productivity. Buroidah's research (2014) with the title The Effect of Motivation on Work Morale on Teachers and Employees of SMK Pancasila I Kutuarjo. Concluding that the Motivation Variable has an effect on Work Morale.

Musak et al (2015) conducted a study entitled The Effect of Work Morale on Employee Work Productivity at the Manado State Property and Auction Service Office. Concluding that the Variable Morale has an effect on Employee Productivity Variables.

Based on this phenomenon, the research aims to find out whether there is an effect of Work From Home on the spirit of work, find out whether there is an influence of Motivation on spirit of work, find out whether there is an effect of Work From Home and Motivation on spirit of work, find out whether there is an influence of Work Spirit on Employee Productivity, find out whether there is an effect of Work From Home on Employee Productivity, knowing

whether there is an effect of Motivation on Employee Productivity, and knowing whether there is an effect of Work From Home and Motivation on Employee Productivity.

LITERATURE REVIEW

Work From Home

According to Konradt, Schmook and Malecke (2000) in Mungkasa (2020), remote work is a way of working in an organization that is carried out partially or completely outside the conventional office with the help of telecommunications and information services.

In general, Work From Home is a work concept where employees can do their work from home. Work From Home or commonly called WFH is also often used if workers do remote work and digital communication on certain days or periods and for certain reasons.

There are three dimensions of the application or realization of work from home proposed by (Gądecki et al., 2018) in Dua (2020) namely first, Space, the transformation of the private space of the house (as a place of realization of likes and expressing oneself) into a pseudo-public space. Second, Time, the use of personal space by the workspace which leads to the collision of two different time systems: cyclic time (housework) and linear time (professional tasks) that overlap. Third, the social role, a narrative about oneself as a worker from home, a role emanation and a teleworker position that is constantly carried out.

This work from home policy has consequences for conditions related to the readiness of work equipment and the availability of adequate information technology equipment. In general, the tools needed to support the work from home concept of an office are: Word processing, Electronic and voice mail, Computer calendaring, Audio conferencing, Video conferencing, Computer conferencing, FAX, Videotex Imaging, and Desktop publishing.

Motivation

According to Sardiman (2006), motivation is a change in energy in a person which is characterized by the emergence of feeling and preceded by a response to the existence of a goal. According to Mulyasa (2003), Understanding Motivation is a driving or pulling force that causes behavior towards a certain goal. Students will be serious because they have high motivation.

Motivation has two dimensions, namely, first, internal drive dimensions (self-esteem, needs, expectations, responsibilities, and job satisfaction) and second, external drive dimensions (type and nature of work, work group, working conditions, work security and safety, and interpersonal relationships).

Work Spirit

Denyer in Moekijat (2003), explains that the word morale was first used in the military to indicate the moral state of the team, but now has a broader meaning and can be formulated as the common attitude of employees towards each other, superiors, management, or employment.

Sastrohadiwiryono (2003) says work spirit can be interpreted as a mental condition, or individual behavior of workers and groups that cause deep pleasure in the workforce to work diligently and consistently in achieving the goals set by the office. Siagian (2003) means that employee morale shows the extent to which employees are passionate about carrying out their duties and responsibilities in the office. According to him, work spirit can be seen from the presence, discipline, punctuality, work targets, passion for work and the responsibilities that have been given to the employee. From the definitions above, it can be concluded that work spirit is the desire and sincerity of a person in doing work diligently and well and with high discipline to achieve maximum work performance and also achieve the goals set by the office.

Sastrohadiwiryono (2003) said way to increase work spirit through the approach is to provide compensation to workers in a reasonable portion but not to impose office capabilities, create working conditions that excite all parties, pay attention to needs related to the spiritual workforce, at the time of refresher as an employee. media for reducing work tension and strengthening the sense of loyalty between the workforce and management, placing workers in the right positions, and developing the aspiration of getting a fair place.

Productivity

According to Sudriamunawar (2006) in Satria and Kuswara (2013), productivity is the result of work at one time carried out in the total production organization. Basically, productivity is a process of combining various interests. With the various wants and needs of each employee and group in an organization, there must be a harmony between the needs of groups and individuals to be developed into values that attract attention to the organization.

According to Sinungan (2000), productivity is the relationship between real and physical results (goods or services) with actual inputs. Ghiselli and Brown (1995) see productivity from two aspects, namely output as a measure of productivity, which contains two aspects, namely quantity and quality, while the other is seen in terms of loss of time as a measure of work productivity. According to Simamora (2004) the dimensions used in measuring work productivity include quantity of work, quality of work and timeliness.

Hypothesis

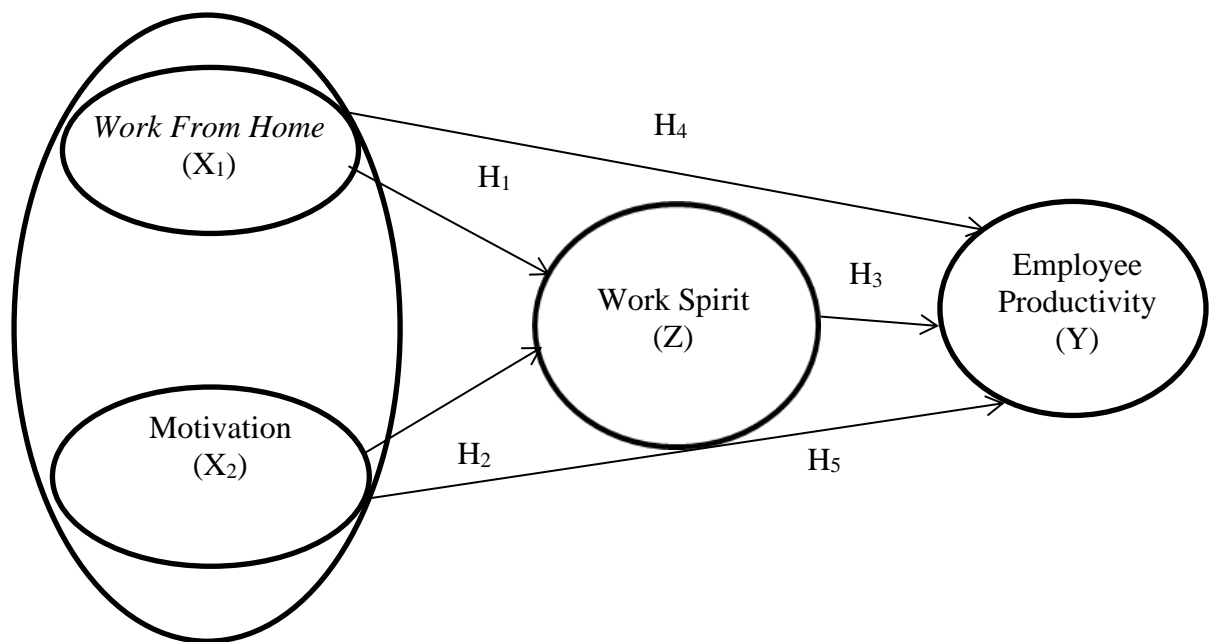


Figure 1. Research Framework

The research hypothesis which is the elaboration of the research framework, as follows:

- H₁ = Work From Home (X1) has an effect on Work Spirit (Z)
- H₂ = Motivation (X2) has an effect on Work Spirit (Z)
- H₃ = Work Spirit (Z) influence on Employee Productivity (Y)
- H₄ = *Work From Home (X1) has an effect on Employee Productivity (Y)*
- H₅ = Motivation (X2) has an effect on Employee Productivity (Y)
- H₆ = *Work From Home (X1) through Work Spirit (Z) has an effect on Employee Productivity (Y)*
- H₇ = Motivation (X2) through Work Spirit (Z) has an effect on Employee Productivity (Y)

RESEARCH METHODOLOGY

The category in this study is the category of analytical research, which connects the independent variable (exogenous variable) namely Work From Home (X1) and Motivation (X2) to the dependent variable (endogenous variable) namely Employee Productivity (Y) with the intervening / mediating variable namely Work Spirit (Z).

The method used in this research is descriptive quantitative method with Path Analysis approach. Quantitative research methods were used to analyze the data obtained from the results of the questionnaire (questionnaire) to the objects and respondents of this study. This research approach is quantitative because it uses numbers, starting from data collection, interpretation of the data, and the appearance of the results. Meanwhile, based on the time dimension, this study is included in cross-sectional research because it was conducted at a certain time and was not compared with other studies.

The population in this study are employees who work in both private and public institutions in the Jabodetabek area. This research uses purposive sampling technique. According to Arikunto (2006), purposive sampling is a technique of taking samples not based on random, regional or strata, but based on considerations that focus on certain goals. This study analyzed using SEM with smart PLS, so the number of samples needed was more than 100 respondents. In this study using 135 respondents totaled respondents.

In this study, the data analysis technique used was the structur inquiry modeling (SEM) technique using the Partial Least Square (PLS) statistical software version 2.0. With the measurement model, namely; variant extract block, to see the relationship between indicators and latent constructs by calculating the total variance consisting of general, specific and error variants. The advantages of PLS analysis in the analytical method are not based on many assumptions, the data does not have to be multivariate normally distributed, can be used on the same model, the sample does not have to be large.

This research uses the steps in the SEM procedure that must be followed in making the research model, such as:

1. Model Specifications

This stage is related to the formation of the initial structural equation model, before the estimation is carried out.

2. Structural Model Specifications

In general, the specification of the structural model above can be written in the form of an equation as follows:

$$\text{Structural Equation 1: } Z = \gamma X_1 + \gamma X_2 + \zeta_1$$

$$\text{Structural Equation 2: } Y = \gamma X_1 + \gamma X_2 + \gamma Z + \zeta_2$$

3. Image Path

The diagram of the hybrid model which is a combination of measurement model and structural Path diagram is the main diagram showing the relationship between endogenous and exogenous variables with the help of arrows and graphical paths.

4. SmartPLS model evaluation

The PLS evaluation model is carried out in 2 ways to assess the outer model and the inner model:

1) Measurement model (outer model)

This evaluation was conducted to assess the validation and reliability of the model. Outer models with reflexive indicators are evaluated through convergent and discriminatory or Average Variance Extracted (AVE) on indicators forming latent constructs, as well as

through composite reliability and Cronbach alpha for indicator blocks. The following is the outer model testing criteria:

Table 2. Summary of the Rule of Thumbs Evaluation of the Measurement Model (Outer Model)

Validity and Reliability	Parameter	Rule of Thumbs
Validity Convergent	Loading Factor	<ul style="list-style-type: none"> • > 0.70 for Confirmatory Research • > 0.60 for Exploratory Research • > 0.50 for Exploratory Research (Chin, 1998)
	Average Variance Extracted (AVE)	• > 0.50 for Confirmatory as well as Exploratory Research
Validity Discriminant	Cross Loading	> 0.70 for each variable
	Square Root of AVE and Correlation between Latent Constructs	Square root of AVE > Correlation between Latent Constructs
Reliability	Cronbach's Alpha	<ul style="list-style-type: none"> • > 0.70 for Confirmatory Research • > 0.60 still acceptable for exploratory research
	Composite Reliability	<ul style="list-style-type: none"> • > 0.70 for Confirmatory Research • 0.60 - 0.70 still acceptable for exploratory research

Source: Ghozali and Latan (2015)

2) Inner Model Evaluation

After evaluating the outer model, namely the measurement model of the latent variable, the next step is to evaluate the structural equation model (inner model) which explains the effect of the independent latent model on the dependent latent variable. The following are the stages of evaluating the inner model, such as:

a) Significant and the magnitude of the influence of the independent latent variable

The purpose of this test is to find out whether the independent variable affects the dependent latent variable through the t test. In addition to this test, it is also possible to evaluate the magnitude of the influence of the independent latent variable by looking at the path coefficient. The significance value used is 1.96 (significance level = 5%) (Ghozali and Latan, 2016). So that the construct that has $t_{count} > 1.96$ is declared to have a significant effect.

b) Coefficient of determination (R²)

The purpose of this test is to measure how much variation in the dependent latent variable is explained by the dependent latent variable, the value of the determinant coefficient is said to be good if the R² value is ≥ 0.70 .

Table 3. Summary of the Rule of Thumbs Evaluation of the Structural Model (Inner Model)

Criteria	Rule of Thumbs
R-Square	Chin 0.67 strong 0.33 moderate 0.19 weak
	Hair 0.75 strong 0.50 moderate 0.35 weak
Effect size f^2	0.02 weak 0.15 moderate 0.35 strong
Q^2 predictive relevance	$Q^2 > 0$ shows the model predictive relevance and if $Q^2 < 0$ shows the model has less predictive relevance
Signifikansi (<i>two-tailed</i>)	t value 1.65 (significance level 10%), 1,96 (significance level = 5%), and 2.58 (significance level = 1%)

Source: Ghozali and Latan (2016)

RESULT AND DISCUSSION

This study aims to analyze the effect of work from home and motivation on morale and their impact on employee productivity. Sources of data obtained in this study in the form of distributing questionnaires to employees in state institutions, state-owned and private institutions in Greater Jakarta and several other areas with 135 respondents.

In this study, the data analysis technique used was the structural inquiry modeling (SEM) technique using the Partial Least Square (PLS) statistical software version 2.0.

In this study, the validity test uses the convergent validity and discriminant validity methods with the help of SmartPLS 2.0. Before further analyzing the data, the first step is to test the quality of the instrument, namely the validity test and the reliability test. The measurement model for the validity test can be seen in Figure 2.

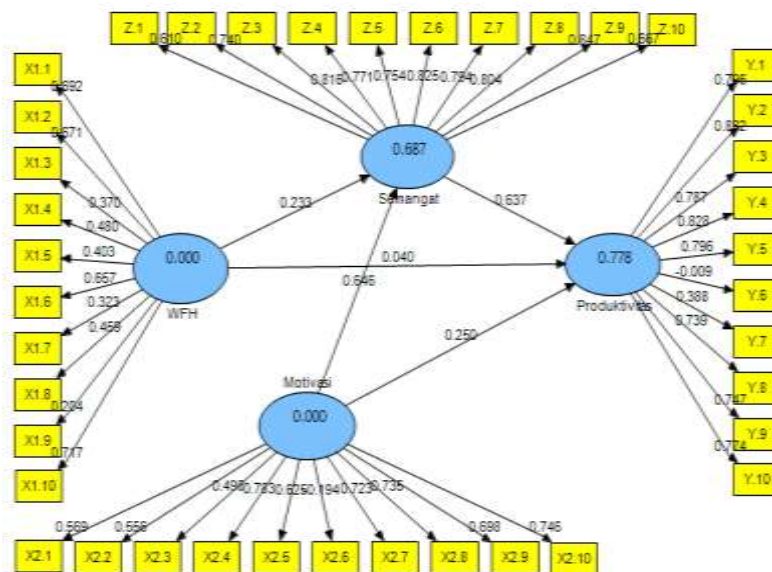


Figure 2. Display of Measurement Model Output
(Source: PLS Smart Data Processing Results, 2021)

The following figure shows the results of the calculation of the PLS SEM model after the indicators that do not meet the requirements for the loading factor value are deleted, in the table it can be seen that the factor loading value of the indicators on each variable is not below 0.6, thus the analysis is continued on the discriminant validity test.

Table 4. Outer Loading after invalid indicator is dropped

Variabel	Indicator	Loading Factor	Description
Work From Home (X1)	X1.1	0.764	Valid
	X1.2	0.725	Valid
	X1.6	0.670	Valid
	X1.10	0.760	Valid
Motivation (X2)	X2.4	0.775	Valid
	X2.5	0.603	Valid
	X2.7	0.738	Valid
	X2.8	0.754	Valid
	X2.9	0.748	Valid
	X2.10	0.768	Valid
Spirit Work (Z)	Z.1	0.611	Valid
	Z.2	0.740	Valid
	Z.3	0.816	Valid
	Z.4	0.771	Valid
	Z.5	0.753	Valid
	Z.6	0.824	Valid
	Z.7	0.795	Valid
	Z.8	0.804	Valid

Variabel	Indicator	Loading Factor	Description
	Z.9	0.847	Valid
	Z.10	0.666	Valid
Work Productivity (Y)	Y.1	0.798	Valid
	Y.2	0.886	Valid
	Y.3	0.784	Valid
	Y.4	0.828	Valid
	Y.5	0.794	Valid
	Y.8	0.744	Valid
	Y.9	0.749	Valid
	Y.10	0.780	Valid

Source: PLS Smart Data Processing Results (2021).

The results of the convergent validity of the Loading Factor value are more than 0.70. While the loading factor between 0.60 - 0.70 is still acceptable. With the indicators of the variables above, it is declared valid and considered sufficient to meet the requirements of convergent validity.

Discriminant Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses the cross-loading value. An indicator is declared to meet discriminant validity if the value of the cross-loading indicator on the variable is the largest compared to other variables. The following is the cross-loading value of each indicator:

Table 5. Cross Loading

	Motivation	Productivity	Spirit	WFH
X1.1	0.530	0.510	0.489	0.764
X1.2	0.477	0.445	0.448	0.725
X1.6	0.478	0.411	0.453	0.670
X1.10	0.529	0.476	0.565	0.760
X2.4	0.775	0.610	0.689	0.508
X2.5	0.603	0.434	0.444	0.364
X2.7	0.738	0.548	0.592	0.529
X2.8	0.754	0.550	0.558	0.531
X2.9	0.748	0.742	0.677	0.458
X2.10	0.768	0.617	0.674	0.630
Y.1	0.675	0.798	0.716	0.527
Y.2	0.713	0.886	0.733	0.552
Y.3	0.619	0.784	0.662	0.500
Y.4	0.760	0.828	0.790	0.625
Y.5	0.621	0.794	0.686	0.429
Y.8	0.496	0.744	0.598	0.393
Y.9	0.583	0.749	0.636	0.430

Y.10	0.645	0.780	0.672	0.531
Z.1	0.525	0.495	0.611	0.424
Z.2	0.628	0.604	0.740	0.491
Z.3	0.708	0.740	0.816	0.619
Z.4	0.689	0.764	0.771	0.520
Z.5	0.570	0.559	0.753	0.383
Z.6	0.638	0.645	0.824	0.487
Z.7	0.690	0.758	0.795	0.578
Z.8	0.690	0.721	0.804	0.614
Z.9	0.706	0.711	0.847	0.551
Z.10	0.518	0.559	0.666	0.417

Source: PLS Smart Data Processing Results (2021).

Based on the data presented in table 5 above, it can be seen that each indicator in the research variable has the largest cross loading value on the variables it forms compared to the cross-loading value on other variables. Based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables.

In addition to observing the value of cross loading, discriminant validity can also be known through other methods, namely by looking at the Average Variant Extracted (AVE) value for each indicator, it is required that the value must be > 0.5 for a good model.

Table 6. Average Variance Extracted (AVE)

Konstruk	<i>Average Variance Extracted (AVE)</i>	
	Before Modification	After Modification
<i>Work from Home</i>	0.276	0.534
Motivation	0.403	0.538
Work Spirit	0.587	0.587
Work Productivity	0.520	0.635

Source: PLS Smart Data Processing Results (2021).

Table 6 it can be seen that the AVE value in the full indicator data (before modification) for the work from home variable has an AVE of $0.276 < 0.5$; then the motivation variable with an AVE of $0.403 < 0.5$; these two variables do not have convergent validity conditions. Meanwhile, the work enthusiasm variable with an AVE of $0.587 > 0.5$ and work productivity with an AVE of $0.520 > 0.5$ has met the convergent validity requirements.

After modifying the invalid indicators, the AVE value for the work from home variable is 0.534, the motivation variable is 0.538, the work spirit variable is 0.587 and the work productivity variable is 0.635, all variables > 0.5 . This means that these four variables have met the requirements and are declared as good models.

Reliability test is a tool to measure a questionnaire which is an indicator of a variable or construct. A measuring instrument or instrument in the form of a questionnaire is said to be

able to provide stable or constant measurement results, if the measuring instrument is reliable or reliable. Therefore, it is necessary to do a reliability test.

A questionnaire is said to be reliable or reliable if a person's answer to a question is consistent or stable from time to time. The reliability test was carried out using the Internal consistency method. The reliability of the research instrument in this study was tested using composite reliability and Cronbach's Alpha coefficient. A construct is said to be reliable if the composite reliability and Cronbach alpha values are above 0.70 (Nunnaly, 1996 in Ghozali, 2016:48).

The following are data analysis results from composite reliability testing and Cronbach alpha:

Table 7. Cronbach's Alpha Score and Composite Reliability

<i>Variable</i>	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	<i>Description</i>
<i>Work From Home</i>	0.708	0.820	Reliabel
Motivation	0.827	0.874	Reliabel
Work Spirit	0.920	0.934	Reliabel
Work Productivity	0.917	0.933	Reliabel

Source: PLS Smart Data Processing Results (2021).

The test results based on the table above show that the results of composite reliability and Cronbach's alpha show a satisfactory value, namely the value of each variable is above the minimum value of 0.70. This shows the consistency and stability of the instrument used is high. In other words, all the constructs or variables of this study have become a fit measuring tool, and all the questions used to measure each construct have good reliability.

Structural Model Measurement (Inner Model)

In this study, the results of the path coefficient test, goodness of fit test and hypothesis testing will be explained.

Path Coefficient Test

Path coefficient evaluation is used to show how strong the effect or influence of the independent variable on the dependent variable. While the coefficient determination (R-Square) is used to measure how much the endogenous variables are influenced by other variables. Chin said the results of R² of 0.67 and above for endogenous latent variables in the structural model indicate the effect of exogenous variables (which affect) on endogenous variables (which are influenced) is included in the good category. Meanwhile, if the result is 0.33 – 0.67 then it is included in the medium category, and if the result is 0.19 – 0.33 then it is included in the weak category. The following is a schematic of the inner model that describes the path values for each research variable.

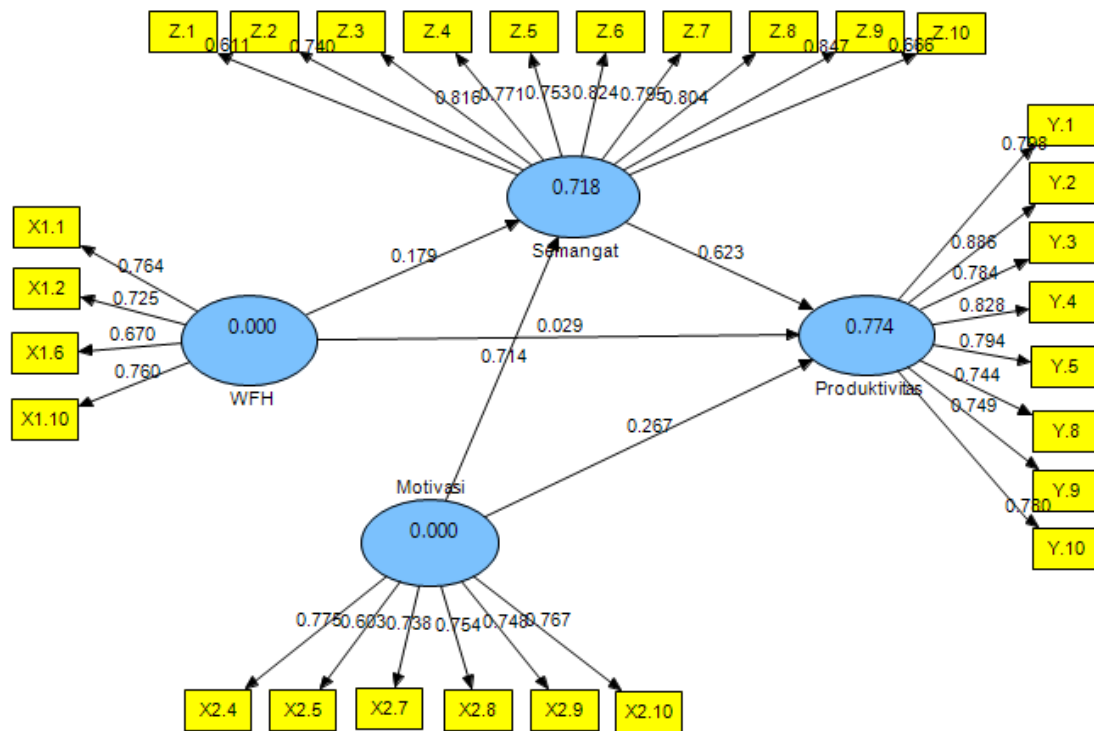


Figure 2. Results of Full Structural Model (Standardized Output) – PLS Algorithm
 Source: PLS Smart Data Processing Results (2021).

Based on the picture above, the structural equation model is obtained as follows:

$$Z = 0.179X_1 + 0.714X_2 + \zeta$$

$$Y = 0.029X_1 + 0.267X_2 + 0.623Z + \zeta$$

Keterangan:

X_1 = *Work From Home*

X_2 = *Motivation*

Z = *Work Spirit*

Y = *Work Productivity*

ζ = *Residual or Error*

Based on the inner model scheme that has been shown in figure 2 above, it can be explained that the largest path coefficient value is indicated by the influence of motivation on work morale of 0.714. Then the second biggest influence is the effect of work enthusiasm on work productivity of 0.774, then the influence of motivation on work productivity is 0.267, the effect of WFH on work morale is 0.179 and the effect of WFH on work productivity is 0.029.

Based on the description of these results, it shows that all variables in this model have a path coefficient with a positive number. This shows that the greater the path coefficient value on one independent variable on the dependent variable, the stronger the influence between the independent variables on the dependent variable.

Model Goodness Test (Goodness of Fit)

Coefficient of Determination (R²)

The coefficient of determination is a number that shows the large contribution of the influence given by the exogenous latent variable to the endogenous latent variable. Based on the test results using the SmartPLS 2.0 software, the following results were obtained:

Table 8. Score R-Square

<i>Variabel</i>	<i>R-Square</i>
Work Spirit	0.718
Work Productivity	0.774

Source: PLS Smart Data Processing Results (2021).

Based on the data presented in table 8 above, it can be seen that the R-Square value for the morale variable is 0.718. Obtaining this value explains that the percentage of enthusiasm for work can be explained by WFH and motivation is 71.8%. Then for the R-Square value obtained by the work productivity variable of 0.774. This value explains that work productivity can be explained by WFH, motivation and work spirit are 77.4%.

Predictive – Relevance (Q²)

The goodness of fit assessment is known from the Q-Square value. The Q-Square value has the same meaning as the coefficient determination (R-Square) in regression analysis, where the higher the Q-Square, the model can be said to be better or more fit with the data. A model is considered to have a relevant predictive value if the Q-square value is more than 0 (> 0). Predictive value – relevance is obtained by the formula:

$$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2)$$

$$Q^2 = 1 - (1 - 0.718) (1 - 0.774)$$

$$Q^2 = 0.936$$

Based on the results of the calculations above, the Q-Square value is 0.936. This shows the magnitude of the diversity of research data that can be explained by the research model is 93.6%. While the remaining 6.4% is explained by other factors outside the research model. Thus, from these results, this research model can be declared to have a good goodness of fit.

Statistic Hypothesis Testing

Hypothesis testing in this study is based on the value contained in the SEM analysis with the limit value of hypothesis testing. The following are the results of testing the complete model and hypothesis of this study:

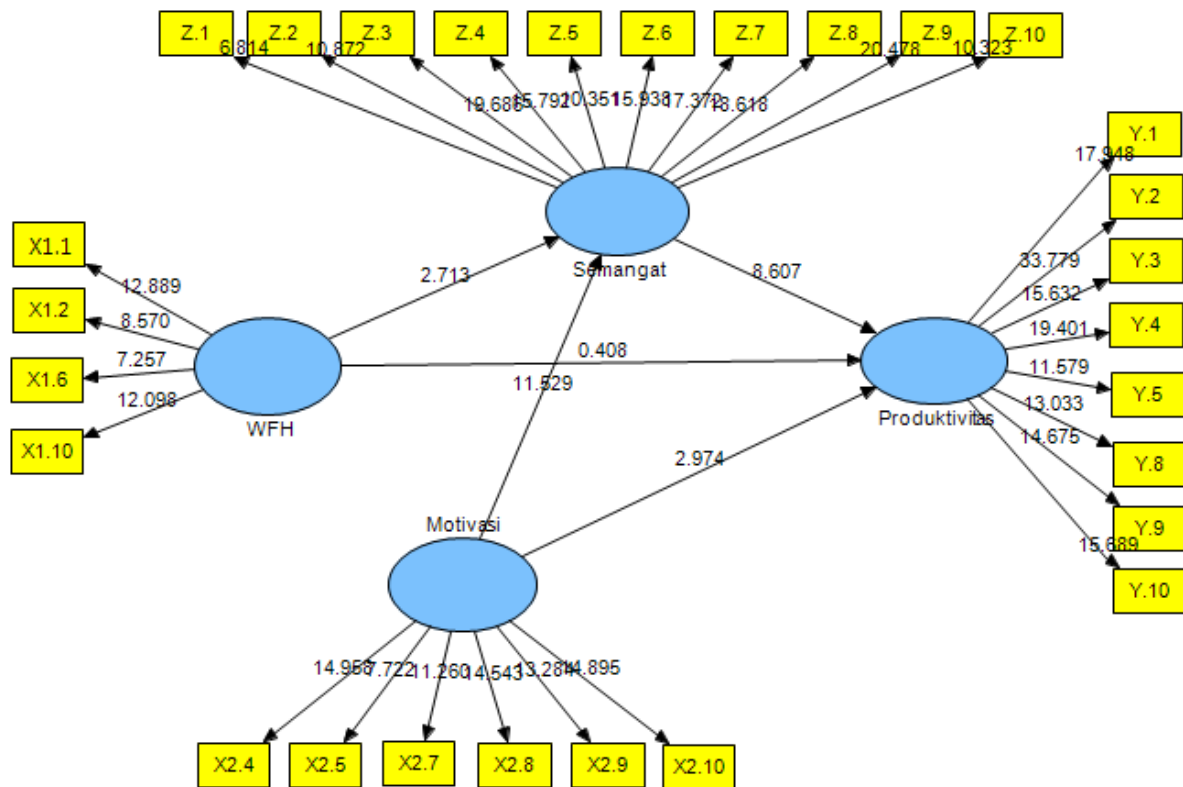


Figure 3. Results of Full Structural Model (Standardized Output) – Bootstrapping
(Source: PLS Smart Data Processing Results, 2021).

The t-test is known as the partial test, which is to test how the influence of each independent variable individually on the dependent variable. This test can be done by comparing t count with t table or by looking at the significance column in each t count. Intended to test whether the independent variable partially significant effect on the dependent variable.

The SmartPLS 2.0 program only provides a bootstrap resampling method. The significance value used is 1.96 (significance level = 5%) (Ghozali and Latan, 2016: 80). So that the construct that has tcount > 1.96 is declared to have a significant effect. The following is a summary of the results of hypothesis testing.

Table 9. Statistic Hypothesis

Hipotesis	Variabel	Path	T – Statistic	Description
H1	<i>Work From Home</i> → Work Spirit	0.179	2.713	Take effect
H2	Motivation → Work Spirit	0.714	11.529	Take effect
H3	Work Spirit → Work Productivity	0.623	8.607	Take effect
H4	<i>Work From Home</i> → Work Productivity	0.029	0.408	No effect
H5	Motivation → Work Productivity	0.267	2.974	Take effect

<i>INTERVENING</i>		Direct	Indirect	
H6	<i>Work From Home</i> → <i>Work Spirit</i> → Work Productivity	0.029	0.112	Take effect
H7	Motivation → Work Spirit → Work Productivity	0.267	0.445	Take effect

Source: PLS Smart Data Processing Results (2021).

Based on Table 9 above, it explains the direct and indirect effects, namely the influence of Work From Home either directly or indirectly on work productivity through work enthusiasm. Based on the table above, it can be seen that the regression coefficient of the direct effect of Work From Home on work productivity is 0.029. While the regression coefficient of the indirect effect of work from home on work productivity through work enthusiasm is 0.112 and the total effect is 0.141. Thus it can be seen that the direct effect of work from home on work productivity is smaller than the indirect effect of work from home on work productivity through work enthusiasm. So it can be concluded that the work spirit variable mediates the effect of work from home on work productivity. The influence of motivation either directly or indirectly on work productivity through morale. Based on the table above, it can be seen that the regression coefficient of the direct influence of motivation on work productivity is 0.267. While the regression coefficient of the indirect effect of motivation on work productivity through work spirit is 0.445 and the total effect is 0.712. Thus it can be seen that the direct effect of motivation on work productivity is smaller than the indirect effect of motivation on work productivity through work enthusiasm. So it can be concluded that the variable of morale mediates the effect of motivation on work productivity.

Based on the results of hypothesis testing in table 9, it can be explained as follows:

H1: The Influence of Work From Home on Work Spirit

Hypothesis 1 explains the effect of Work From Home on work morale. By looking at the results of data processing, it is known in the table above that the t statistic value = 2.713 > 1.96 so that H0 is rejected, and H1 is accepted, this means that the Work From Home variable has a significant effect on the work spirit variable.

The results of hypothesis testing prove that work from home has a significant effect on employee morale. This means that the increase in work from home by employees will have an impact on increasing work morale. The results of this study support the findings of previous research by Agustian (2020) which proves that working from home affects employee work effectiveness. Enthusiastic employees will be able to achieve their effectiveness at work.

Working from home must be able to connect with colleagues to coordinate and be able to

do tasks or work anywhere so that it has an impact on employee morale. WFH has an effect on work morale, which can be seen from employees who are always on time in carrying out the work given and can accept suggestions, input and criticism from the leadership.

H2: The Influence of Motivation on Work Spirit

Hypothesis 2 explains the effect of motivation on work morale. By looking at the results of data processing, it is known in the table above that the t statistic value = $11.529 > 1.96$ so that H_0 is rejected, and H_2 is accepted, this means that the motivation variable has a significant effect on the morale variable.

The results of hypothesis testing prove that motivation has a significant effect on employee morale. This means that with increasing motivation, it will have an impact on increasing employee morale. The results of this study are in accordance with the findings of previous research by Buroidah (2014) which proves that motivation affects the morale of teachers and employees. With high motivation, the morale of work will always be high.

Employee work motivation can be seen from always reporting work to superiors, always trying to socialize with colleagues with any media, liking their work and still being able to carry out tasks well at home. These things have an impact on employee morale, such as adjusting attendance according to the WFH and WFO schedules and always being on time in carrying out the work given.

H3 : The Influence of Work Spirit on Work Productivity

Hypothesis 3 explains the effect of morale on work productivity. By looking at the results of data processing, it is known in the table above that the t statistic value = $8.607 > 1.96$ so that H_0 is rejected, and H_3 is accepted, this means that the work spirit variable has a significant effect on work productivity.

The results of this study prove that work morale has a significant effect on employee productivity. Thus, the higher the morale of the employees, the higher the work productivity. The results of this study are in accordance with the findings of previous studies by Musak, et al. (2015) which proves that work enthusiasm affects work productivity. With high morale, it will have an impact on increasing employee productivity.

Morale has a very big influence on employee productivity. Employees who have high morale will always comply with the rules or regulations that apply in the workplace. The presence of colleagues always helps when he has difficulty in completing tasks also makes morale increase so that it has an impact on his productivity which is marked by the amount of work handled always meeting the targets that have been set.

H4 : The Effect of Work From Home on Work Productivity

Hypothesis 4 explains the effect of Work From Home on work productivity. By looking at the results of data processing, it is known in the table above that the t statistic value = 0.408 < 1.96 so that H0 is accepted, and H4 is rejected, this means that the Work From Home variable has no effect on work productivity.

The results of this study prove that work from home has no effect on employee productivity. This means that the increased intensity of work from home does not have a significant impact on employee productivity. The results of this study are different from the findings of previous research by Simarmata (2020) which proves that work from home has a significant positive effect on lecturers' work productivity. The existence of work from home makes lecturers still able to show their productivity.

Work from home has no effect on work productivity, because by using the facilities available at home, the working time will be longer if it is constrained by working at home facilities. By working from home, employees must concentrate fully on working at home so they feel less social with coworkers. This has an impact on employee productivity. Sometimes employees feel bored with the work they handle during this pandemic. On the other hand, work during this pandemic requires thinking and challenges in carrying out work activities. The division of employees' concentration on their office work with work and the hubbub of activities at home also contributes to not optimal employee productivity.

H5 : The Effect of Motivation on Work Productivity

Hypothesis 5 explains the effect of motivation on work productivity. By looking at the results of data processing, it is known in the table above that the t statistic value = 2.974 > 1.96 so that H0 is rejected, and H5 is accepted, this means that the motivation variable has a significant effect on work productivity.

The results of this study prove that motivation has a significant effect on employee work productivity. Thus, the higher the motivation of employees, it will have an impact on increasing the work productivity of these employees. The results of this study are in accordance with the findings of previous research by Rahmawati (2013) which proves that motivation in the form of bonuses, salaries, and promotions has a significant effect on work productivity.

Employee work motivation has an effect on employee productivity, including being able to carry out tasks well at home because they receive the same salary as when working offline in the office. Employees also continue to receive awards for completing their tasks. Leaders who continue to supervise office work at home so that the work results of employees so far

remain in accordance with the quality determined by the company.

H6 : The Effect of Work from Home on Work Productivity through Work Spirit

Hypothesis 6 explains the effect of work from home on work productivity through work enthusiasm. If the indirect effect is greater than the direct effect, it can be concluded that the work spirit variable in this study is a mediating or intervening variable. By looking at the results of data processing, it is known in the table above that the value of the indirect effect is greater than the direct effect, namely $0.112 > 0.029$, it can be concluded that the work spirit variable successfully mediates the effect of work from home on work productivity.

The results of this study prove that work spirit successfully mediates the effect of work from home on work productivity. This means that work enthusiasm is a variable whose existence is able to increase the influence of work from home on employee work productivity.

The indirect effect of work from home on work productivity through work enthusiasm is greater than the direct effect of work from home on work productivity. Positive work spirit makes employees' work productivity continues to increase even though employees have to work from home. Work spirit that is maintained even during the Covid-19 pandemic will continue to keep employee productivity high as expected by the organization where they work.

H7 : The Effect of Motivation on Work Productivity through Work Spirit

Hypothesis 7 explains the effect of motivation on work productivity through morale. If the indirect effect is greater than the direct effect, it can be concluded that the work spirit variable in this study is a mediating or intervening variable. By looking at the results of data processing, it is known in the table above that the value of the indirect effect is greater than the direct effect, namely $0.445 > 0.267$, it can be concluded that the work spirit variable successfully mediates the influence of motivation on work productivity.

The results of this study prove that morale is successful in mediating the effect of motivation on work productivity. This means that morale is a variable whose existence is able to increase the influence of motivation on employee work productivity.

The indirect effect of motivation on work productivity through work enthusiasm is greater than the direct effect of motivation on work productivity. Positive work spirit makes employee work productivity continues to increase in addition to employee work motivation that is maintained. Because the positive motivation that a person has helps maintain the stability of work morale which has an impact on maintaining his work productivity.

CONCLUSION

Conclusion

Based on the results of previous research and testing, it can be concluded as follows:

1. The work from home variable has a positive and significant effect on employee morale. By working from home, employees still have high morale. WFH has an effect on work morale, which can be seen from employees who are always on time in carrying out the work given and can accept suggestions, input and criticism from the leadership.
2. The motivation variable has a positive and significant effect on employee morale. With high work motivation, employees remain enthusiastic about work. Employee work motivation can be seen from always reporting work to superiors, always trying to socialize with colleagues with any media, liking their work and still being able to carry out tasks well at home.
3. The work spirit variable has a positive and significant effect on employee productivity. Employees who have high morale will be able to show high work productivity as well. Morale has a big influence on employee productivity. Employees who have high morale will always comply with the rules or regulations that apply in the workplace.
4. The work from home variable has no effect on employee productivity. This means that working from home does not affect work productivity as much as if employees work offline in the office. By working from home, employees must concentrate fully on working at home so they feel less social with coworkers. This has an impact on employee productivity.
5. The motivation variable has a positive and significant effect on employee work productivity. Employees who have high work motivation will contribute to increasing work productivity. Employee work motivation has an effect on employee productivity, including being able to carry out tasks well at home because they receive the same salary as when working offline in the office.
6. The work spirit variable successfully mediates the effect of work from home on employee work productivity, this is because the indirect effect is greater than the direct effect. Positive work spirit makes employees' work productivity continues to increase even though employees have to work from home. Work spirit that is maintained even during the Covid-19 pandemic will continue to maintain high employee productivity as expected by the organization where they work.
7. The work spirit variable of succeed in mediating the effect of motivation on employee work productivity, this is because the indirect effect is greater than the direct effect. Positive work spirit makes employee work productivity continues to increase in addition to employee work

motivation that is maintained. Because the positive motivation that a person has helps maintain the stability of his work spirit which has an impact on maintaining his work productivity.

Suggestion

Some suggestions that can be submitted in this research include:

1. Employees who work from home should always be able to socialize with their co-workers and must concentrate fully so that they can continue to do their duties or work according to their duties and responsibilities.
2. Employees should be able to increase their work motivation by improving relationships with co-workers to make them more effective. In addition, the leadership should continue to provide incentives or bonuses to increase employee motivation, which is expected to be able to handle the task according to the expected target.
3. Leaders should be able to encourage their employees by providing time to consult and listen to problems regarding the work of their employees, so that employees are expected not to feel burdened with the work they are responsible for.

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