Employee Perceptionabout Work from Home Policy Duringthe Covid-19 Pandemic on Employee's Task Performance at Dinas Pekerjaan Umum of Banyumas Regency

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ABSTRACT

During the Covid-19 (*Corona Virus Disease-19*) pandemic, all efforts have been made by the government to prevent and suppress the spread of the virus. One of them is by issuing a policy regarding the Adjustment of the Work System of State Civil Apparatus (ASN) and Non State Civil Apparatus (Non ASN), where there is a change in the arrangement of the official duty schedule which requires some employees to work from home and some to work in the office alternately. Employee perceptions are taken into account for the continuous improvement of an organization. In this case, the perception of employees of the DinasPekerjaanUmum of Banyumas Regency uses the *Employee Perception Scale* (EPS) model. There are four constructs that are measured using the Employee Perception Scale (EPS) model, namely: Confidence and Trust in the Organization (CTO), Teaching Employees to Solve Problems (TESP), Communicating Information and Needs within the Organization (CINO), Actively Seeking employee Ideas and Opinions (ASIO). This study aims tostrategic improvement by knowing employees perceptions of the policy of working from home (WFH) on the performance of employees duty at the DinasPekerjaanUmum of Banyumas Regency. This study is a quantitative research with a descriptive design. Samples were taken as many as 30 samples. It is hoped that the results of this study will produce a good employees perceptions in accepting the work from home policy and ASN and Non ASN employees can maximize their contribution to work.

Keywords: Employee Perception, Task Performance, Working During the Covid-19 Pandemic

7   Introduction

The condition of the Covid-19 pandemic, which has not ended until now, has forced people to adapt to all the rules and policies made by the government in order to suppress the Covid-19 positive patient growth rate. One of them is the policy contained in thecircular letter of the Minister of State

Apparatus Empowerment and Bureaucratic Reform number 58 of 2020 concerning *the Work System of State Civil Apparatus Employees in the New Normal Order*. This policy contains regulations for ASN employees so that they can adapt to the new normal order that supports work productivity but still prioritizes health and safety so it is necessary to change the work system of ASN employees.

ASN employees are required to come to work, but it is necessary to adjust the work system by implementing health protocol in daily activities. The adjustment of the work system is carried out through the flexibility of working location settings, including:

- Implementation of official duties in the office (work from office/WFO); and/or
- Implementation of official duties at home / residence (work from home / WFH).

Regarding the flexibility of working locations, the staffing officer of Dinas Pekerjaan Umum pays attention to several things:

- Regulating an accountable and selective work system for the work unit environment that can conduct WFO and/or WFH by taking into account the conditions of the spread of COVID-19 in their respective regions;
- Determine ASN and Non ASN employees who can carry out WFH by considering: Type of employee work, results of employee performance appraisals, employee discipline reports, health conditions/comorbid factors of employees.

According to Dewayani (2020) in its implementation, WFH has several advantages and disadvantages compared to a normal work in the office, including :

- Advantages of WFH: It is more flexible because employees can adjust their time to work, productivity increases because there are no other problems that are usually encountered in the office, job satisfaction increases because stress levels decrease, work life balance increases because employees can be closer to family and environment surroundings.
- Weaknesses of WFH: It is difficult to monitor employees when comparedat working in the office, loss of work motivation due to the many temptations at home and the absence of direct supervision from superiors, miscommunication due to reduced frequency of communication, a lot of work that cannot be done at home.

The implementation of the WFH policy is something new for employees at the Dinas Pekerjaan Umum of Banyumas Regency, before the Covid-19 pandemic, employees were used to doing work in the office / WFO. With the enactment of the new work system policy, then it is attract to examine how employees perceptions of the WFH policy. Perception is the individual process by organize and interpret their sensory impressions in order to share meaning with their environment. However, what a person perceives can be fundamentally different from objective reality. Each individual has a different stimulus even though the object is the same, this way of looking at the situation tends to be more important than the situation itself, according to Robbins and Timothy (2008).

In the state of implementing WFH, employees of the Dinas Pekerjaan Umum of Banyumas Regency are required to remain productive, while working conditions at home are certainly very different from working conditions at the office and of course the environment greatly affects the results and quality of work. The productivity of a company will depend on employee performance, good employee performance will follow good results on the company's business development. Otherwise, poor employee performance will also have a negative impact on the company's success. The results of this employee performance can be assessed from the aspect of quality, quantity, working time and also cooperation in achieving the goals set by the company, according to

Ibnuismail (2021).

This study is very important to find out what isemployees perceptions about the policy of working from home, whether it has a positive or negative impact on the performance of employees performance. In addition, this study is important as an evaluation material for General and Personnel Sub-Section at Dinas Pekerjaan Umum of Banyumas Regency whether the policy of working from home can run effectively at the Dinas Pekerjaan Umum of Banyumas Regency.

8 Literature Review

The literature review that will be discussed in this paper is the employees perception and their effect on their job performance.

8.1 *Employee Perception*

Perception is a process of selecting, processing, interpreting (interpreting) everything that is in the surrounding environment through the five senses based on influencing factors, so that the meaning can be different in each individual, according toMarbun H (2009).

John and Saks (1997), defines perception as an individual's process of interpreting sensory messages to give meaning to their environment. Perception plays an important role in determining whether employees are disengaged, which is a phenomenon where employees work but minimize their work contribution.

There is a need to measure employees perceptions of the continuous improvement of an organization. Lewis, et al (2006), studied and developed the Employee Perception Scale (EPS) to measure the six constructs for continuous improvement.

The EPS scale consists of 6 constructs, namely:
- Confidence and Trust in the Organization (CTO)
- Interest of Employee Future (IEF)
- Teaching Employees to Solve Problems (TESP)
- Communicating Information and Needs within the Organization (CINO)
- Actively Seeking employee Ideas and Opinions (ASIO)
- Recognizing employee Involvement and Achievement (REIA)

Winston, Kit and Terrence (2006), in theirresearch mentions that EPS is a useful measure for measuring employee perceptions of the maturity of the management system implementation. EPS is of practical use for practitioners seeking continuous quality performance within their organizations.

8.2 *Task Performance*

Koopmans, et al (2011), recently mentioned Individual Work Performance heuristic framework proposed in multi-discipline, where Individual Work Performance consists of four broad and general dimensions.

Four dimensions of individual work performance, including:

- Task performance, refers to the proficiency with which an employee performs key job tasks,Campbell (1990).
- Contextual performance, refers to employee behavior that supports the organizational, social, and psychological environment in which the main job tasks are performed, Borman andMotowidlo (1993).
- Adaptive performance, refers to employees' skills in adapting to changing roles or work environments, Griffin, Neal, and Parker (2007).
- Counterproductive work behavior, refers to behavior that is harmful to the well-being of the organization,Rotundo and Sackett (2002).

Koopmans, et al (2013) in his research identify the average task performance gets the greatest weight when assessing the work performance of an employee. What counts in task performance is the individual's ability to perform the main work tasks assigned to him, such as planning and organizing work, determining work priorities, orientation to results, quality of work, and working efficiently.

9 Research methodology

The research methodology in this paper consists of research design, conceptual and operational definitions of variables.

9.1 *Research design*

This research method uses quantitative methods with descriptive design. This research is a survey research with data collection using a closed questionnaire. The data source of this research is primary data with a sample of 30 respondents, employees of the Dinas Pekerjaan Umum of Banyumas Regency.

9.2 *Conceptual and Operational Definitions of Variables*
In this study, there were two variables studied, the independent variable isemployee perception (X) and the dependent variable istask performance (Y).

9.2.1   Employee Perception
Employee perception is a message or response felt by employees to the WFH policy. Leavitt (1992), put forward perception as the way people see something or broadly is how someone views or interprets something. according toSuharman (2005) There are three aspects in perception that are considered relevant to human cognition, namely sensory recording, pattern recognition, and attention.

3.2.2 Task Performance
Task performance is the achievement of tasks assigned by superiors to employees. Mangkunegara (2005) states that performance is the result of work both in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to him.

9.3 *Instrument Analysis*

The instrument analysis that will be discussed consists of the measurement scale of the research variables, validity test, reliability test, and regression analysis.

3.3.1 Research Variable Measurement Scale

The variable measurement scale uses a Likert Scale. A 5-point Likert scale consisting of 'strongly disagree = 1 point', 'disagree = 2 points', 'neutral = 3 points', 'agree = 4 points' and 'strongly agree = 5 points'. /scale of four EPS constructs.

3.3.2 Validity Test

Validity test is used to measure how accurate a statement is asked to respondents in a questionnaire. The validity test in this study uses the Pearson Correlation Method, if the significance value shows a number <0.05 then the statement item can be said to be valid, but if the significance value>0.05 then the statement item is declared invalid, according toPriyatno (2014).

3.3.3 Reliability Test

Reliability test is used to determine the consistency of the measuring instrument which usually uses a questionnaire. The way to calculate reliability is to calculate the reliability coefficient of Cronbach's Alpha. If the value of Cronbach's Alpha > 0.6 then it can be concluded that the statement used to measure each variable can be trusted, according toPriyatno (2014).

3.3.4 Regression Analysis

Regression analysis is a simple way of investigating functional relationships between different variables. The relationship between these variables is written in a mathematical model, according toNawari (2010). Imam Gozali (2013), said that regression analysis is used to measure the strength of the relationship between two or more variables, also shows the direction of the relationship between the dependent and independent variables. In this study, a statistical t test was conducted to show how far the influence of one independent variable individually in explaining the dependent variable was. The test was carried out using a significant level of 0.05 (α=5%). Sujarweni (2014) explains that if the value of $t_{count} > t_{table}$, it means that the independent variable (X) has an effect on the dependent variable (Y). The formula to find $t_{table} = (\alpha/2; nk-1)$.

The hypotheses in this study are as follows:
- H_0 : It means that there is no effect of employee perceptions of the WFH policy on employee task performance.
- H_a : It means that there is an effect of employee perceptions of the WFH policy on employee job performance.

The test criteria are:
- H_0 is accepted if $t_{count} > t_{table}$
- H_0 is rejected if $t_{count} < t_{table}$

The coefficient of determination essentially measures how far the model's ability to explain variations in the dependent variable is. The value of the coefficient of determination is between 0 and 1. A small value of R^2 means that the ability of the independent variables to explain the variation of the dependent variable is very limited. A value close to 1 means that the independent variables provide almost all the information needed to predict the variation of the dependent variable.

10 Results

The results of the validity test, reliability test, and regression analysis in this study, are as follows:

10.1   *Validity test*

The results of the validity test in this paper are as follows:

Table 1. Validity Test Results

		Tot
X1.1	Pearson Correlation	.626**
	Sig. (2-tailed)	.000
	N	30
X1.2	Pearson Correlation	.603**
	Sig. (2-tailed)	.000
	N	30
X1.3	Pearson Correlation	.756**
	Sig. (2-tailed)	.000
	N	30
X2.1	Pearson Correlation	.736**
	Sig. (2-tailed)	.000
	N	30
X2.2	Pearson Correlation	.675**
	Sig. (2-tailed)	.000
	N	30
X2.3	Pearson Correlation	.797**
	Sig. (2-tailed)	.000
	N	30
X3.1	Pearson Correlation	.613**
	Sig. (2-tailed)	.000
	N	30
X3.2	Pearson Correlation	.664**
	Sig. (2-tailed)	.000
	N	30
X3.3	Pearson Correlation	.635**
	Sig. (2-tailed)	.000
	N	30
X4.1	Pearson Correlation	.743**
	Sig. (2-tailed)	.000
	N	30
X4.2	Pearson Correlation	.710**
	Sig. (2-tailed)	.000
	N	30
X4.3	Pearson Correlation	.764**
	Sig. (2-tailed)	.000
	N	30
Y1.1	Pearson Correlation	.854**
	Sig. (2-tailed)	.000
	N	30
Y1.2	Pearson Correlation	.866**

	Sig. (2-tailed)	.000
	N	30
Y1.3	Pearson Correlation	.849**
	Sig. (2-tailed)	.000
	N	30
Y1.4	Pearson Correlation	.841**
	Sig. (2-tailed)	.000
	N	30
Tot	Pearson Correlation	1
	Sig. (2-tailed)	
	N	30

Based on the data above, it shows that the significance value is <0.05, so the questionnaire used in this study is valid.

10.2 *Reliability Test*

The results of the reliability test in this paper are as follows:

Table 2. Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
.945	16

The results can be seen in Table 2, the Cronbach Alpha coefficient value is > 0.6, namely (0.945) so that the questionnaire used in this study is reliable.

10.3 *Regression Analysis*

The results of simple linear regression analysis in this paper are as follows:

Table 3. Results of Regression Analysis

		Coefficientsa				
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	5.488	3,634		1,510	.142
	Perception	.227	.073	.508	3.120	.004
a. Dependent Variable: Y						

Based on Table 3 above, it shows that the significance value <0.05 is (0.004), and the $t_{count} > t_{table}$ (3.120 > 2.048) so that the hypothesis test results H_0 is rejected. It means that there is an influence of employee perception about WFH policy on employee's task performance.

Table 4. Results of the Coefficient of Determination

Model	R	R Square	Customized R Square	Std. Estimated Error
1	.976a	.952	.944	.54996

a. Predictors: (Constant), X4, X3, X1, X2

Based on the data above, it shows that the value of R Square is 0.952. This means that the influence of employee perceptions of task performance is 95.2%.
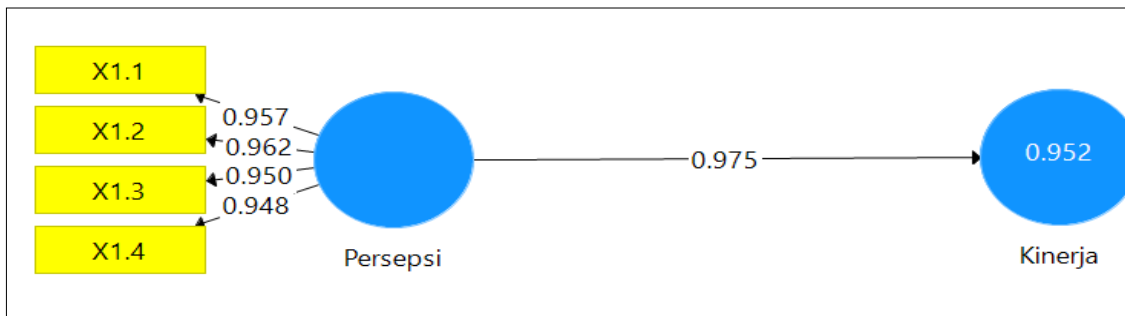

Figure 1. Correlation Between Indicators

From the results of data analysis it is also known that all indicators of perception affect employee task performance with the dominant indicators being Actively Seeking Employee Ideas and Opinions (ASIO), then Confidence and Trust in the Organization (CTO) indicator, Teaching Employees to Solve Problems (TESP) and Communicating Information. and Needs within the Organization (CINO).

11   Discussion

Based on the results of this study, there is an effect of employee perceptions of the policy of working from home on employee task performance, as shown in the results of the regression test. Employee perceptions have a positive influence on task performance by 95.2%, employees give a good response to the new work system policy while maximizing their contribution to work. This is in accordance with the statement of Sobur (2003), individuals will do something according to what they perceive. A positive perception of an object will cause a positive response, and vice versa, a negative perception of an object will cause a negative response.

In accordance with the results of a questionnaire to employees at the Dinas Pekerjaan Umum of Banyumas Regency using the Employee Perception Scale (EPS) model, employee perceptions of the Confidence and Trust in Organization (CTO) construct employees feel that the WFH policy is a form of concern for employee safety so that employees become loyal to the organization, construct Teaching Employees to Solve Problems (TESP) of the employees become more sensitive for self safetyand others and remind each other in terms of safe work, Communicating Information and Needs in the Organization (CINO) in carrying out work from home, employees feel given enough responsibility and they remain in control in carrying out their work,Actively Seeking Employee Ideas and Opinions (ASIO) employees still enjoy their work even though they have to work from home.

The role of employees is very important to the success or failure of the company's goals. So in this case, Dinas Pekerjaan Umum still has to monitor the performance of employees who carry out work from home, whether they have carried out their duties and obligations as expected. In this study, employee performance is assessed by their seniors, with four indicators, namely: quality of work, orientation of work results, able to plan and organize work, able to determine work priorities. According to Moeheriono (2014), employee performance is the result of performance that can be achieved by a person or group in an organization both qualitatively and quantitatively, in

accordance with their respective authorities, duties, and responsibilities in an effort to achieve the goals of the organization concerned legally, not breaking the law, and in accordance with moral and ethics.

12   Conclusion

Employees at the Dinas Pekerjaan Umum of Banyumas Regency can adapt with the policy of the ASN Employee Work System in the New Normal Order. Although there are some challenges in the process of working from home but employees can still maximize their performance. It can work because there is a good two way relationship between managerial and employees in implementing the new work system policy.

Acknowledgments

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