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The Effect Of Work From Home And Work Discipline On The Performance Of BPJS Ketenagakerjaan Medan City Branch

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ABSTRACT

One of the factors that affect employee performance is the Work From Home (WFH) work system and work discipline, BPJS Ketenagakerjaan Branch Medan Kota is a public legal entity that implements the WFH policy during 2021 to 2022, In the implementation of WFH there is a problem, namely the decline in target achievement in 2021. This study aims to analyze how the influence of WFH and work discipline on the performance of employees of BPJS Ketenagakerjaan Medan City Branch. The effect of WFH and work discipline was analyzed simultaneously and partially on employee performance. The form of research used is quantitative research with an associative approach. The sample in this study used a saturated sample where there were 50 respondents who were sampled. The data analysis method used is validity test, reliability test, classical assumption test, multiple linear regression analysis, and hypothesis testing. The results showed that WFH and work discipline had a positive effect partially or simultaneously on employee performance. This means that the better the WFH work system and work discipline, the better the performance of BPJS Ketenagakerjaan Medan City Branch.

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INTRODUCTION

The impact of the Corona virus (covid-19) certainly hampered many activities in various sectors. One that was greatly affected was the economic sector where many companies globally experienced a decrease in income and even went bankrupt and were no longer able to continue their business activities. In addition, operational activities carried out by the company are also very limited by various policies ranging from physical distancing, PPKM, to Work From Home (WFH).

Human Resources (HR) is the most important asset in an organization, both on a small and large scale. This is because human resources are the source that drives, directs, maintains and develops organizations in various demands of society and the times.

The Employment Social Security Administration Agency (BPJS) is a public legal entity that is directly responsible to the President of the Republic of Indonesia regarding social security for workers. BPJS Ketenagakerjaan was formed based on Law Number 24 of 2011 concerning the Social Security Administrative Body as the only fund management institution to guarantee social welfare due to work relations.

BPJS Ketenagakerjaan is engaged in essential sectors that have participated in implementing the Work From Home (WFH) work system since the enactment of the PAN-RB Minister circular letter No. 19 of 2020 until February 2022 or until the PANRB Minister's circular

letter is enacted. No 1/2022 concerning adjustments to the work system for the State Civil Apparatus (ASN) during the implementation of restrictions on community activities (PPKM) during the Covid-19 pandemic. The implementation of Work From Home (WFH) is carried out in almost all regional offices and branch offices of the Employment BPJS in Indonesia in accordance with the regulations that apply in their respective regions.

BPJS Ketenagakerjaan Medan City Branch implements a Work From Home (WFH) system in shifts or 50% work from home and 50% work from the office. This is because the Medan City branch of the Employment BPJS is engaged in the essential sector which is in accordance with the Medan city regional regulation as stated in circular letter number 443.2/6134 of 2021 that essential activities can operate with a maximum capacity of only 50% WFO. The enactment of this regulation will certainly make BPJS Ketenagakerjaan employees of the Medan City branch have to carry out Work From Home from 2021 to early 2022

The Medan City branch of the Employment BPJS continues to implement certain targets as before the Work From Home (WFH) regulation was in place to run the company. One of them is the participation target of BPU (non-wage earners), PU (wage earners), employer business entities and construction services targets. The target is one of the components that can assess how the employee's performance in one period. The result is that achieving the participation target in 2020 is far better than achieving the target in 2021 when the Work From Home (WFH) work system was implemented.

The application of work discipline based on the pre-research conducted observed that the majority of BPJS Ketenagakerjaan Branch Medan City employees arrived on time at the office, namely at 07.45 WIB and held discussions with the head of the branch for 15 minutes through a zoom meeting until 08.00 WIB. However, the problem in work discipline lies in rest hours where employees should be given time off from 12.00 WIB to 13.00 WIB but in reality there are many employees who take breaks outside the time limit they should. If this is done continuously, it is feared that it will also affect employee performance. Where previously it has been explained that work discipline is one of the conditions needed to improve employee performance.

The existence of the following things, if not paid attention to properly, it can be feared that it will affect the quality of the performance of human resources in the Medan City Branch of Employment BPJS

METHODS

Work From Home (WFH)

*Work From Home*is a concept where workers or employees can carry out their work from home. So that employees do not have to come to the office and meet face to face with other workers. Ashal (2020) stated that Work From Home is the term for working remotely or more precisely doing work that is usually done in the office to be done at home so there is no need to come to the office and meet face to face with other workers.

Work Discipline

According to Singdimedjo (Sutrisno, 2015: 89) says that discipline is the availability and willingness of a person to obey the norms and regulations that apply around him. Good employee discipline will accelerate organizational goals, while declining discipline will become a barrier and

slow down the achievement of organizational goals. Discipline is also a certain condition in which people in an organization comply and comply with existing regulations willingly or without coercion. While work is all human activity carried out to achieve the goals that have been set. So thus work discipline is an attitude of obedience and order to the rules that have been set in carrying out the duties of an organization.

Employee performance

Performance is the result obtained by an organization or company, both profit-oriented organizations and non-profit oriented organizations that are produced within a certain period of time or one period. According to Amstin and Baron (Fahmi, 2016: 137) states that performance is the result of work that has a strong relationship with the strategic goals of the company or organization and makes an economic contribution.

Rivai (Busro, 2018: 88) argues that employee performance is a person's willingness to carry out a job and perfect it in accordance with the responsibilities and expected results.

Framework

This study consists of several variables that have been used as the basis for research theory. The variables referred to are variable X1, namely Work From Home, variable X2, namely work discipline, and variable Y in this study, namely employee performance.

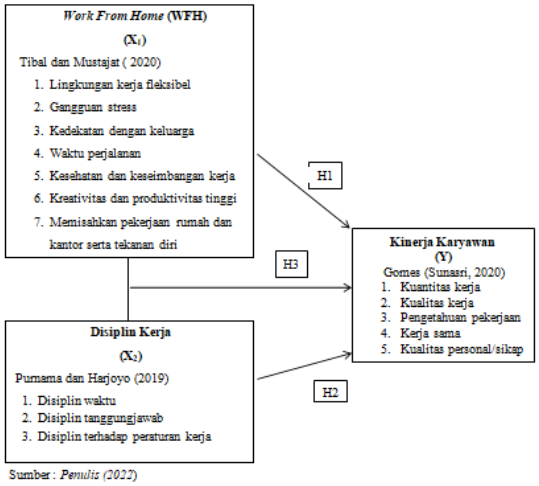

Figure 1 Framework

This research is a quantitative research that uses an associative approach. Sugiyono, (2017: 72) states that quantitative research is research based on the philosophy of positivism, which is useful in researching certain populations or samples, collecting data with research instruments, analyzing data that is quantitative or statistical which aims to test predetermined hypotheses. According to Sugiyono (2016: 55) The associative approach is an approach taken to determine the relationship or influence between two or more variables.

This research was conducted at the Medan City Branch of the Employment BPJS Office, Jalan Captain Patimura No. 334, Ground. Medan Baru District, Medan City, North Sumatra Province and the research was conducted from May to June 2022.

The population in this study were all employees of the Medan City Branch of Employment BPJS with a population of 50 employees. While the sample in this study used a non-probability sampling technique with the census or saturated sampling method. Therefore, the author in this case takes all 50 employees of the Medan City branch of the Employment BPJS and is used as a sample or all members of the population are used as a sample.

Work From Home(WFH) is a remote work system that can be done outside the office or outside the workplace without having to meet face to face with other employees. WFH indicators consist of a flexible work environment, stress disorder, closeness to family, travel time, health and work balance, creativity and high productivity, separating home and office work and self-pressure.

Discipline work is an obedient and orderly attitude towards the rules that have been set by a countrycompany or organization in carrying out the duties of an organization where these rules must be obeyed. Indicators of work discipline consist of time discipline, responsibility discipline, and discipline towards work regulations.

Performance is the result of work that can be achieved by employees both individually and in groups within an organization, in accordance with the authority and responsibilities given by the organization in an effort to achieve goals. Indicators of employee performance consist of work quality, work quantity, work knowledge, cooperation, and personal qualities or attitudes.

Variable Measurement Scale

In this study, the variable measurement scale used to determine the score or value of each statement is a scale. Through the scale, the variable to be measured is changed as a variable index. This indicator is then used as a starting point for preparing projects which can be in the form of statements or questions. When selecting a score, the author uses measuring instruments, for example shown in the following table (Yusuf Muri, 2017).

Table 1. Measuring Instruments

Information	Score
Strongly agree	5
Agree	4
Neutral	3
Don't agree	2
Strongly Disagree	1

Source: Yusuf (2017)

Data collection technique

In this study there are two types of data used, namely:

1. Primary Data Collection
   In this study the authors used a questionnaire directly which would be distributed to employees of the Medan City Branch of the Employment BPJS.
2. Secondary Data Collection
   The collection of secondary data used in this study was obtained through library research, previous research, and data obtained via the internet.

Data analysis technique

Instrument Test

The instrument test was carried out through validity and reliability tests.

1. **Validity test.** According to Ghozali and Latan (2015: 88) the validity test is used to test a questionnaire. A questionnaire is declared valid if the statements in the questionnaire can explain something that can be measured using the questionnaire. The validity test in this study was statistical software in the SPSS 25 application. This questionnaire was said to be valid if Rcount > Rtable then Ho was rejected, meaning the variable was valid, if Rcount < Rtable then H0 was accepted, meaning the variable was invalid.
2. **Reliability Test**. In this test, to measure the reliability of the variable the researcher did it by looking at the Cronbach Alpha using a significance greater than 0.6. A variable or construct is declared reliable if it gets a Cronbach Alpha value> 0.6 (Ghozali and Latan, 2015: 95).

Classic assumption test

The classical assumption test consists of several models, namely:

1. **Normality test**. The normality test is a test method that aims to determine whether the data distribution is close to a normal distribution or not. The normality test is carried out using the Kolmogorov-Smirnov analysis technique, histogram graphs, and P P-plot graphs. (Ghozali and Latan, 2015: 155) the criteria for the Kolmogorov-Smirnov normality test, namely:
   a. If the significance value (sig) <0.05 then the data taken is not normal.
   b. If the significance value (sig) > 0.05 then the data taken is normal.
2. **Multicollinearity Test**. The multicollinearity test is carried out to prove or test whether there is an intercorrelation (strong relationship) between the independent (independent) variables. (Ghozali and Latan, 2015: 160) stated that a multicorrelation test needs to be carried out if there is more than one independent variable. To test multicollinearity is to use the tolerance method and VIF (Variance Inflation Factor). The criteria for taking the conclusion of the multicollinearity test are.
   a. If the Tolerance value is > 0.10, it can be concluded that the data is free from multicollinearity symptoms.
   b. If the VIF value < 10, it can be concluded that the data is free from multicollinearity symptoms.
3. **Heteroscedasticity Test**. This analysis was carried out with the SPSS program. If the scatterplots show that the distribution of the data does not form wavy patterns and spreads out, then the regression model does not have a heteroscedasticity problem. In carrying out the testing of these assumptions carried out by utilizing the analysis of graphic plots. Basic heteroscedasticity analysis, as follows:
   a. The spread of data points should not form a widening, wavy pattern, then widening and narrowing again.
   b. The distribution of data points is not patterned.
   c. The data points spread above and below or around the number 0.

Multiple Linear Regression Analysis.

Multiple linear regression analysis is used to measure the influence of the independent

variables on the dependent variable by using independent variables. In this study the independent variables include Work From Home (WFH) and work discipline. The binding variable is employee performance. Mathematically it can be formulated as follows:

Y =a+ b1X1 + b2X2

Information:
Y = Employee Performance
a = Constant
b = Regression coefficient value of each variable (b1 – b2)X1 = Work From Home
X2 = Work Discipline

Hypothesis testing.

Hypothesis testing is a conjecture or temporary answer to a problem that is presumptive in nature and must be verified through research.

1. F test

To find out whether the independent variable (simultaneous) affects the dependent variable, an F test is needed. In addition, the F test is also carried out to measure how far the independent variables influence together in explaining the variation of the dependent variable. F test decision making is based on:

a. If Fcount > Ftable then the independent variable (X) affects the dependent variable (Y), then H0 is rejected. Vice versa so that H0 is accepted.
b. If the significant value f <0.05, it can be stated that the independent variable simultaneously has a significant effect on the dependent variable, otherwise H0 is accepted.

2. Partial Significance Test (T Test)

Testing the effect of independent variables one by one on the dependent variable is the meaning of the t test or commonly known as the partial test of 0.05 (two tailed test) or 5% which is a significance level that can be used. Decision making on the T Test is based on:

a. Tcount < Ttable, so the independent variable has no effect on the dependent variable or H0 is accepted and Ha is rejected.
b. Tcount > Ttable, so the independent variables affect the dependent variable or H0 is rejected and Ha is accepted.
c. If the probability value (sig) < 0.05 then H0 is rejected
d. If the probability value (sig) > 0.05 then H0 is accepted

Test R2

The purpose of this analysis is to calculate the effect of the independent variables on the dependent variable. The R2 value indicates how much the total variability of the dependent variable can be explained by the regressor. The higher the R2 value, the larger the overall scale of the dependent variation that can be explained by the independent variables.

KD = R2 x 100%

Information:
KD : Coefficient of Determination
R2 : Correlation Coefficient

RESULTS AND DISCUSSION

Instrument Test

1. Validity test

Validity test is one of the instrument tests used to determine whether a questionnaire is valid or not. In this study, questionnaires were distributed to 50 employees of the Medan City Branch of the Employment BPJS. In order to find out the validity of each statement in this study, it can be seen from the Rcount and Rtable columns. If the value of Rcount>Rtable then the statement is declared valid. The Rtable value at α = 0.05 with degrees of freedom df=(N-2) = 48 based on the two-way test is 0.2787.

a. All statements of the Work From Home variable (X1) have a greater Rcount value than Rtable which has a value of 0.2787. So it can be concluded that the 14 statements on the Work From Home variable (X1) are declared valid and worthy of being used as a research variable measurement.
b. All work discipline variable statements (X2) have a greater Rcount value than Rtable which is 0.2787. So it can be concluded that the 11 statements on the Work Discipline variable (X2) are declared valid and are worthy of being used as a research variable measurement.
c. All statements of the Employee Performance variable (Y) have a Rcount value greater than the Rtable which has a value of 0.2787. So it can be concluded that the 12 statements on the Employee Performance variable (Y) are declared valid and are worthy of being used as research variable measurements.

2. Reliability Test

a. Work From Home Variable Reliability Test (X1)

Table 2. Work From Home Variable Reliability Test (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
,899	14

the reliability coefficient of the Work From Home variable (X1) is 0.899, which means that the instrument in this study is declared reliable and feasible to be used as a variable in the measurement of this study.

b. Work Discipline Variable Reliability Test (X2)

Table 3. Work Discipline Variable Reliability Test (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
,934	11

the reliability coefficient of the work discipline variable (X2) is 0.934, which means that the instrument in this study is declared reliable and feasible to be used as a variable in the measurement of this study.

c. Employee Performance Variable Reliability Test (Y)

Table 4. Employee Performance Variable Reliability Test (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
,808	12

the reliability coefficient of the Employee Performance variable (Y) is 0.808, which means that the instrument in this study is declared reliable and feasible to be used as a variable in the measurement of this study.

Classic assumption test

1. Normality test

Kolmogorov-Smirnov

Based on the Kolmogorov-Smirnov test, a data is declared normally distributed if the significance value is > 0.05 and if the significant value is <0.05, the data is not normally distributed. If a variable is not normally distributed, the statistical test results will decrease.

Hasil Uji Normalitas *Kolmogorov-Smirnov*

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		50
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	2,31670779
Most Extreme Differences	Absolute	,106
	Positive	,106
	Negative	-,106
Kolmogorov-Smirnov Z		,750
Asymp. Sig. (2-tailed)		,628
a. Test distribution is Normal.		
b. Calculated from data.		

Sumber : *Hasil Pengolahan Data* (2022)

Figure 2. *Kolmogorov-Smirnov*

It can be seen that the asymp sig value of the Kolmogorov-Smirnov test is 0.628. This value satisfies the data normality requirement, namely the asymp.sig value must be greater than 0,05. So it can be concluded that the data used is normally distributed

d. Histogram Graph

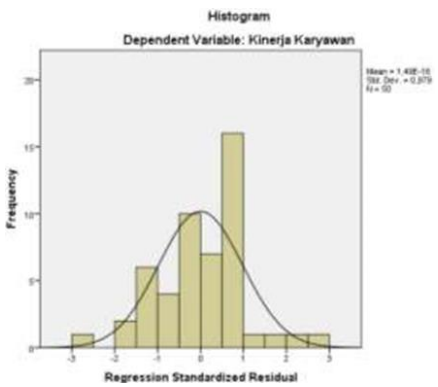

Figure 3. Histogram Graph

It can be seen that the histogram chart forms a bell-like pattern and is not skewed to the right or left. From these results it can be concluded that the data is normally distributed.

C. PP Plot Graph

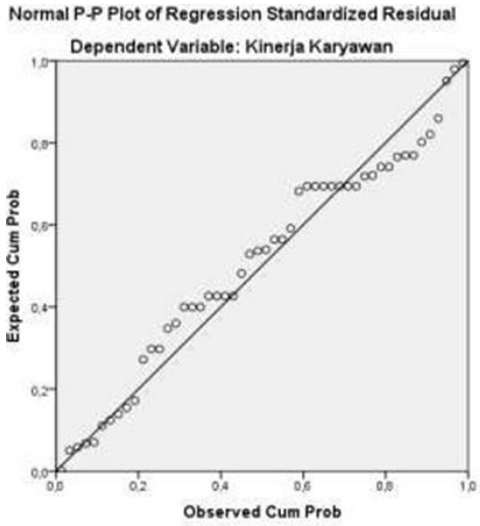

Figure 4. PP Plot Graph

The results of the P-Plot test above, it can be concluded that the data or points spread around the diagonal line and follow the direction of the diagonal line, which means that the data is normally distributed.

2. Multicollinearity Test

The way that is often used to find out whether there are symptoms of multicollinearity is to use the Tolerance and VIF (Variance Inflation Factor) methods. If VIF> 10, it is assumed that there are symptoms of multicollinearity and vice versa if VIF <10, then it is considered to have no symptoms of multicollinearity with a tolerance value of 0.10.

The tolerance value for the Work From Home and work discipline variables is 0.895 which means it is greater than 0.10 and the VIF value is 1.118 which means it is less than 10. So it can be concluded that there are no multicollinearity symptoms and the regression model is said to be feasible and can be used for equations regression.

3. Heteroscedasticity Test

Heteroscedasticity testing in the regression model was carried out to find out whether there was an inequality of variance in the regression model and from another observation. A good regression model is that there are no symptoms of heteroscedasticity. The occurrence of heteroscedasticity symptoms in a regression model will result in a doubt on the results of the regression analysis performed. In this study, the heteroscedasticity test used a scatter-plot. The distribution of data points may not form a certain pattern and only spread in certain areas.

It can be seen that the data points are spread throughout and do not form a particular pattern. The data points are also spread above and below zero so that it can be seen that the data

is randomly distributed. So it can be concluded that in this study there were no symptoms of heteroscedasticity in the regression model.

Multiple Linear Regression Analysis

In this study multiple linear regression analysis was used to determine the effect of the two independent variables, namely the Work From Home variable (X1) and the work discipline variable (X2) on one dependent variable, namely performance employee (Y). The model used in multiple linear regression can be called feasible if the classical assumption test can be fulfilled such as normality, multicollinearity, and heteroscedasticity. The results of multiple linear regression tests between work from home (X1) and work discipline (X2) variables on one employee's performance (Y).

Based on the results of the regression test, the multiple linear regression analysis model used in this study is formulated as follows:

$$Y=28.135+0.180X1+0.328X2$$

Then the equation in the regression can be described as follows:

1. The constant value (a) is 28.135 with a positive sign indicating that without the influence of Work From Home (X1) and work discipline (X2), the employee performance value is 28.135.
2. The coefficient value of Work From Home (X1) is 0.180 indicating that there is a positive influence between Work From Home (X1) on employee performance (Y). This means that every time there is an increase in the Work From Home (X1) value, it will increase the performance of the Medan City Branch Employment BPJS employees by 0.180.
3. The coefficient value of work discipline (X2) is 0.328 indicating that there is a positive influence between work discipline (X2) on employee performance (Y). This means that every time there is an increase in the value of work discipline (X2), it will increase the performance of employees of the Medan City Branch of BPJS Employment by 0.328.

Hypothesis testing

1. Simultaneous Test (Test F)

In this study a simultaneous test was used to test the significant level of influence of the Work From Home (X1) and work discipline (X2) variables together on employee performance (Y). If Fcount>Ftable and the significance level is 5% or <0.05, then the independent variables simultaneously have a significant effect on the dependent variable. The Ftable value is 3.20.

Based on the table, it shows that Fcount is greater than Ftable, namely 23.825 (23.825> 3.20) with a sig value of 0.00 <0.05. This shows that Ha3 is accepted H03 is rejected, meaning that there is an influence of Work From Home and Work Discipline which both affect the Performance of the Employees of the Medan City BPJS Employment Branch.

2. Partial Significance Test (T Test)

The partial test in this study was used to see the individual (partial) effect of the independent variables Work From Home (X1) and work discipline (X2) on employee performance (Y). the significant level used is 5% or 0.05 (teo tailed test) with degrees of freedom df = NK = 50-3 = 47. Then a table value of 2.011 can be obtained.

So it can be concluded as follows:

a. The partial test between the Work From Home variable (X1) on employee performance (Y) obtained a Tcount value greater than the Ttable value of 2.888 (2.888 > 2.011), while the significant value obtained was 0.006 which is smaller than the alpha level of 0.05. This shows that Ha1 is accepted and H01 is rejected, meaning that there is a significant influence between Work From Home (X1) on the performance of employees of the Medan City Branch of BPJS Employment (Y).
b. The partial test between work discipline variables (X2) on employee performance (Y) obtained a Tcount value greater than the Ttable value of 4.992 (4.992 > 2.011), while the significant value obtained was 0.000 which is smaller than the alpha level of 0.05. This shows that Ha2 is accepted and H02 is rejected. This means that there is a significant influence between work discipline (X2) on the performance of employees of the Medan City Branch of BPJS Employment (Y).

3. Determination Coefficient Test (R2 Test)

Based on the table, it is known that the R value is 0.710. This shows that the relationship between Work From Home (X1) and work discipline (X2) on the performance of employees of the Medan City Branch of BPJS Employment (Y) is quite close. The significance value of the R square is 0.503, which means the ability or influence exerted by the Work From Home variable (X1) and work discipline (X2) on the performance of employees of the Medan City Branch of Employment BPJS (Y) of 50.3%, the remaining 49.7% is explained by other variables not explained by this study.

Discussion

1. Effect of Work From Home on Employee Performance

The results of testing the Work From Home (X1) variable on employee performance (Y) obtained a Tcount value greater than the Ttable value (2.888 > 2.011) with a significant value obtained of 0.006 which is smaller than the alpha level of 0.05.

So Work From Home (WFH) has a positive and significant effect on the performance of BPJS Ketenagakerjaan Medan City Branch employees. These results indicate that the Work From Home (WFH) work system implemented at the Medan City Branch of the Employment BPJS, if implemented properly, will affect employee performance improvement. Therefore the Medan City Branch of Employment BPJS must always provide support to employees in carrying out the Work From Home (WFH) work system.

2. The Effect of Work Discipline on Employee Performance

The results of testing the work discipline variable (X2) on employee performance (Y) obtained a Tcount value that was greater than the Ttable value (4.992> 2.011), while the significant value obtained was 0.000 which was smaller than the alpha level of 0.05. Then work discipline has a positive effect on employee performance.

High work discipline will be able to encourage employee performance to be even better. For a company, the existence of work discipline can guarantee the maintenance of order and the smooth implementation of tasks so that optimal results are found. Whereas for employees, the existence of work discipline will get a pleasant working atmosphere so that it will increase

employee morale and their performance will get better. In addition, a person's discipline also reflects the performance of a person. Therefore, if the employees of the Medan City Branch of Employment BPJS have good discipline, the performance of these employees will also be good.

3. The Effect of Work From Home and Work Discipline on Employee Performance

Based on the results of the research elaboration above, it can be seen that Work From Home (X1) and work discipline (X2) together have a significant effect on employee performance (Y) by showing that the value of Fcount is greater than Ftable, which is equal to 23.825 (23.825> 3.20) with a sig value of 0.00 <0.05. This means that there is an effect of Work From Home and Work Discipline which together affect the Performance of the Employees of the Medan City BPJS Employment Branch.

In addition, the R2 coefficient of determination test shows that the R value is 0.710. This indicates that the relationship between Work From Home (X1) and work discipline (X2) on the performance of employees of the Medan City Branch of Employment BPJS (Y) is quite close. The significance value of the R square is 0.503, which means the ability or influence exerted by the Work From Home variable (X1) and work discipline (X2) on the performance of employees of the Medan City Branch of Employment BPJS (Y) of 50.3%, the remaining 49.7% is explained by other variables not explained by this study.

CONCLUSION

The Work From Home variable (X1) has a positive and significant effect on employee performance. The better the implementation of the Work From Home work system, the better the performance of BPJS Ketenagakerjaan Medan City Branch employees. This is shown based on the results of the partial test (T test) which shows that the Tcount is 2.888 > Ttable 2.011 with a significant value obtained of 0.006 <0.05.

Work discipline variable (X2) has a positive and significant effect on employee performance. The better the application of work discipline, the performance of the Medan City Branch Employment BPJS employees will also increase. This is shown based on the results of the partial test (T test) which shows that the value of Tcount is 4.992 > Ttable 2.011 with a significant value obtained of 0.000 <0.05.

The independent variables Work From Home (X1) and work discipline (X2) simultaneously affect the dependent variable, namely employee performance (Y). This is shown based on the results of the simultaneous test (F test) which shows the value of Fcount 23.825 > Ftable 3.20 with a sig value of 0.00 <0.05. Then based on the coefficient of determination test it also shows that the variable Work From Home and work discipline on the performance of employees of the Medan City Branch of BPJS Employment is quite close and thus Work From Home and discipline can explain the performance of employees of the Medan City Branch of Employment BPJS.

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