



## THE INFLUENCE OF WORK FROM HOME , INFORMATION TECHNOLOGY, AND INNOVATIVE BEHAVIOR ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE (STUDY ON BPJS KETENAGAKERJAAN MEMBERSHIP PERSONNEL)

Gerry Aditya<sup>1\*</sup>, Lenny Christina Nawangsari<sup>2</sup>

<sup>1</sup>Mercubuana University, Jakarta, Indonesia, [gerryaditya90@gmail.com](mailto:gerryaditya90@gmail.com)

<sup>2</sup>Mercubuana University, Jakarta, Indonesia, [lenny.nawangsari@gmail.com](mailto:lenny.nawangsari@gmail.com)

\*Corresponding Author: Gerry Aditya<sup>1</sup>

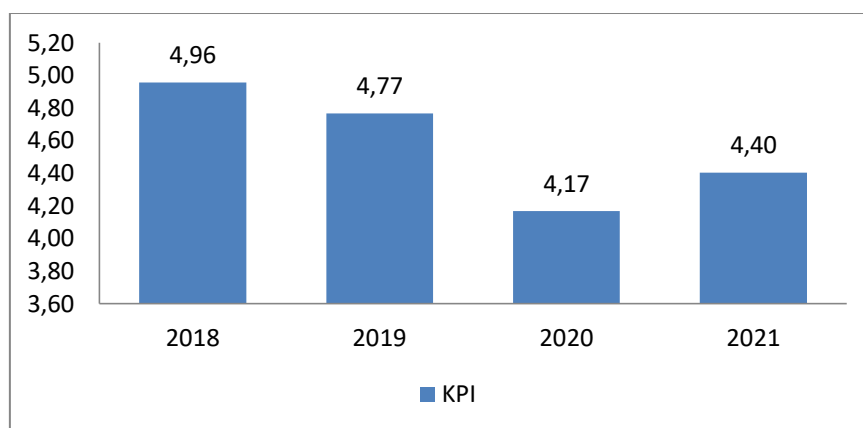
**Abstract:** This study aims to determine the effect of work from home, information technology, and innovative behavior on employee performance through job satisfaction as an intervening variable (study on BPJS Ketenagakerjaan membership personnel). The research method uses a quantitative approach. The sampling technique used is simple random sampling, with a total sample of 263 people. Research data were collected through the distribution of questionnaires. Based on the results of the analysis in this study, the results obtained that: 1) Work From Home has an effect on Employee Job Satisfaction, 2) Information Technology has an effect on Employee Job Satisfaction, 3) Innovative Behavior has an effect on Employee Job Satisfaction, 4) Work From Home has an effect on Performance Employees, 5) Information Technology affects Employee Performance, 6) Innovative Behavior affects Employee Performance, 7) Job Satisfaction affects Employee Performance, 8) Work From Home, Information Technology, and Innovative Behavior simultaneously affect Employee Performance, 9) Work From Home, Information Technology, Innovative Behavior, and Job Satisfaction simultaneously affect Employee Performance, 10) Job Satisfaction can mediate Work From Home on Employee Performance, 11) Job Satisfaction can mediate Information Technology on Employee Performance, 12) Job Satisfaction can mediate Innovative Behavior on Employee Performance.

**Keywords:** Work From Home, Innovative Behavior, Information Technology, Job Satisfaction, Employee Performance

### INTRODUCTION

BPJS Ketenagakerjaan is an institution that is given the mandate to protect all workers in the employment social security program. Increasing membership coverage is one of the challenges for BPJS Ketenagakerjaan because it needs to provide awareness to all employers and workers about the importance of social security protection for employment. Massive socialization was carried out by BPJS Ketenagakerjaan to entrepreneurs and workers to become participants. The acquisition of participants, coaching, and maintaining the continuity

of participation and participant fees are the main tasks of the membership personnel, one of which is the Account Representative.



Sources : Data process by researchers (2021)

**Figure 1. The average value of KPI Account Representatives in 2018 to s.d. 2021**

Based on company data, there was an increase in target realization from 2018 to 2019, while in 2020 there was a decrease. It is also in line with the increase in the average value of the Account Representative KPI in 2020 to 2021, while there is a decrease in 2019 to 2020. The decrease in value is the impact of not achieving the assessment indicators that have been set. In 2020, in order to prevent the spread of Covid-19, BPJS Ketenagakerjaan will implement the WFH scheme. In its development, Covid-19 has brought changes in the order of life on a wide scale. Many people have lost their jobs, the economy has been paralyzed, meetings have turned into virtual meetings, virtual payment systems, online buying and selling and many offices, both government and private, have implemented work from home or WFH schemes. The WFH scheme must be carried out by an Account Representative, while its duties and functions are to carry out acquisitions and guidance to companies and workers related to the employment social security program. Account Representatives are still required to achieve the targets that have been set as the basis for measuring their performance in the organization. Coupled with the WFH scheme which is a new obstacle for employees to conduct socialization and coaching on a limited basis because face-to-face activities are limited. Therefore, innovative behavior is needed from every employee in order to continue to improve their performance even with the Work From Home scheme, one of which is the use of information technology so that routine work activities can remain.

In 2021 BPJS Ketenagakerjaan will innovate so that all membership personnel continue to carry out acquisition activities, maintain the sustainability and quality of participation by means of empathy calls, zoom acquisition: acquisition activities through digital media such as zoom meetings, Google Meet and other media, optimizing all electronic channels for registration, and a pay channel convenience strategy.

I do the Pre Survey to 30 Account Representatives for knowing view performance at the moment WFH scheme implemented by the company:

**Table 1. Account Representative Pre Survey Results**

Number	What you feel During running WFH	Yes	No
1	During WFH, can you to do whole given job?	30	0
2	During WFH, did you find difficulty in thing coordination?	22	8
3	During WFH, do quality and quantity reduced your work?	2	28
4	Do you feel satisfied work with WFH scheme?	26	4
5	During WFH, do the place your work supports for work?	24	6
6	During WFH, have you ever work outside working hours?	30	0
7	During WFH, do equipment is your work complete?	15	15

8	During WFH, do you often use application support (Zoom, google meet, etc.)	30	0
9	During WF, did you find constraint in use facility Technology Information?	22	8
10	Can you follow change from WAO (Work at Office) scheme to WFH?	30	0
11	During WFH, do you do activity Empathy Call and Zoom Acquisition?	30	0

Sources : Data process by researchers (2021)

Table on is results pre survey conducted researcher for knowing things what only felt by the personnel participation in to do activity their job .Respondent consist of 14 Account Representatives and 16 Special Account Representatives ,who do activity her job with WFH scheme based on established rules company. Pre Survey done with spread questionnaire by online

Result of pre survey concluded that personnel participation permanent could complete her job by professional in accordance duties and functions although conducted with WFH scheme . Although once working outside working hours, respondent feel satisfied in To do his job. However in implementation ,there is personnel who found constraints during WFH, for example the place less work support ,equipment work that doesn't complete, obstacle in use technology, as well as occasional coordination difficult done .

The pre-survey was carried out by the researcher and it was concluded that the membership personnel were still able to complete their work professionally according to their duties and functions even though it was carried out under the WFH scheme. Even though they had worked outside of working hours, the respondents were satisfied in doing their job. However, in practice, there are personnel who encounter obstacles during WFH, such as an unsupported workplace, incomplete work equipment, obstacles in using technology, and sometimes difficult coordination.

## LITERATURE REVIEW

The variables to be studied are Work From Home, Information Technology, Innovative Behavior, Job Satisfaction, and Employee Performance. Work from home or telecommuting work is defined as a flexible work alternative where employees perform and complete their work and perform their duties and responsibilities, mostly from outside the office building , at home or anywhere, using information technology media to complete work and interact. with superiors and co-workers. There are three dimensions of implementing or realizing work from home proposed by (Gądecki et al., 2018), namely:

- a) space: the transformation of the private space of the house (as a place for the realization of one's preferences and self-expression) into a pseudo-public space;
- b) time : the use of personal space by the workspace leading to the collision of two different time systems: cyclic time (housework) and linear time (professional tasks), which overlap;
- c) Social roles: narrative about oneself as a worker from home, a constant emanation of roles and teleworker positions.

The definition of information technology according to Darmawan (2012) is that information technology is the result of human engineering on the process of delivering information from sender to recipient so that it is faster, wider in distribution, and longer stored. According to Muslihudin and Oktafianto (2016), computerized Information Technology indicators consist of hardware, software , data, procedures, and humans. The explanation of information technology indicators according to Muslihudin and Oktafianto (2016) is as follows:

- “1. Hardware consists of input, process, output and network components; 2. Software which consists of operating components, utilities and applications; 3. Data includes data structure, data security and integrity; 4. Procedures such as documentation, system

procedures, operating and technical manuals ; 5. Humans are parties involved in the use of information systems".

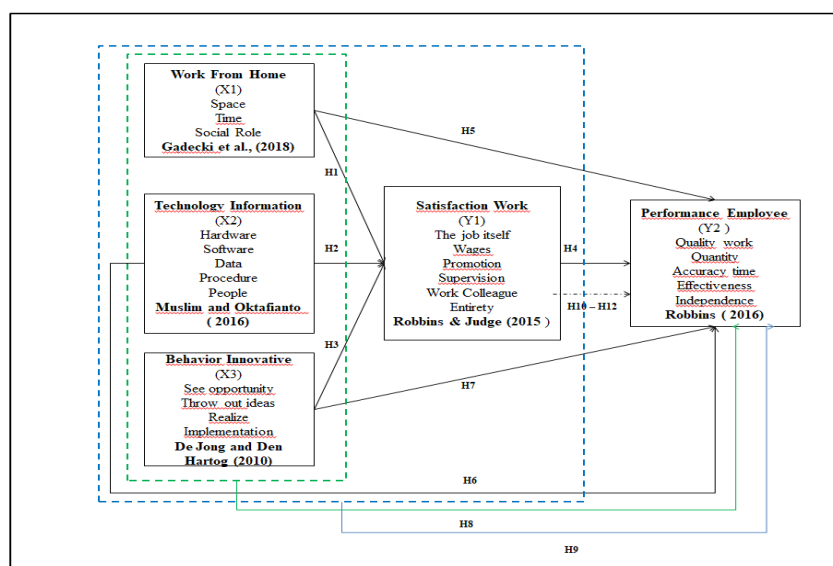
According to De Jong and Den Hartog (2010), there are four indicators of innovative work behavior, namely: (1) *idea exploration* (employees are able to find opportunities or problems); (2) *idea generation* (employees are able to develop innovative ideas by creating and suggesting ideas for new processes); (3) *idea championing* (employees are expected to be encouraged to seek support in realizing the new innovative ideas they have produced); and (4) *idea implementation* (employees have the courage to apply the new idea to their usual work processes).

Job satisfaction is a general attitude of an individual towards his job. Job *satisfaction* is a positive feeling about work resulting from an evaluation of its characteristics (Robbins & Judge, 2015:46). According to Robbins (2015) states that there are 6 factors that affect job satisfaction, namely: the work itself, Wages, promotion, Supervision, Coworkers, and Whole Robbins (2016: 260) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job. According to Robbins (2016:260) performance indicators are tools to measure the extent to which employee performance is achieved. The following are some indicators to measure employee performance: (1) Quality of Work; (2) Quantity; (3) Punctuality; (4) Effectiveness; (5) Independence.

The hypothesis of this study is that Work From Home has a positive effect on job satisfaction, Information Technology has a positive effect on job satisfaction, innovative behavior has a positive effect on job satisfaction, job satisfaction has a positive effect on employee performance, and work from home has a positive effect on performance. Employees, Information Technology has a positive effect on Employee Performance, Innovative Behavior has a positive effect on Employee Performance, Work From Home , Information Technology, and Innovative Behavior simultaneously affect Employee Performance, Work From Home , Information Technology, Innovative Behavior, and Job Satisfaction Simultaneously has an effect on employee performance, job satisfaction significantly mediates work from home on employee performance, job satisfaction s

Qignificantly mediates information technology on employee performance, job satisfaction significantly mediates innovative behavior on performance Employee.

Based on all explanations of the relationship between variables, the framework of thought in this study is as follows:



Sources : Data process by researchers (2021)

Figure 2. Thinking Framework Diagram

## RESEARCH METHODS

The research design used is causality analysis (cause and effect), which is to analyze the causal relationship between research variables in accordance with the prepared hypothesis. This type of research was chosen considering the purpose of the researcher is to explain the relationship and influence that occurs between variables. The research method uses a quantitative approach. The population is 765 BPJS Ketenagakerjaan membership personnel with the positions of Account Representative (AR) and Special Account Representative (ARK). The sampling technique used is simple random sampling, with a total sample of 263 people. Research data were collected through the distribution of questionnaires. Quantitative data analysis method uses causality analysis method. In this study, the data collection method used was a questionnaire.

The method of data analysis in this study uses Component or Variance Based Structural Equation Modeling where the data processing uses the Partial Least Square (Smart-PLS) version 3.3.3 program. PLS is intended for causal-predictive analysis in situations of high complexity and low theoretical support (Ghozali, 2014). PLS testing stages with Outer Model Test with measuring AVE test. Reliability test by measuring Cronbach's Alpha and Composite Reliability. Then the Inner Model Test was conducted by measuring R square.

## FINDINGS AND DISCUSSION

### Measurement Model Test Results ( Outer Model )

An indicator that has high validity results if it has a loading factor must be with 0.70 then the hypothesis can be accepted / valid, but when the loading factor value is <0.70 then the value must be removed from the model (Ghozali, 2015). Furthermore, in a good Convergent Validity test, the AVE ( Average Variance Extracted ) value must at least show a value >0.5. The following table shows the results of the AVE measurements for each of the tested variables, each of which the overall variable has shown a value > 0.5, which means that the AVE value has met the testing requirements of Convergent Validity :

**Table 2. AVE value for each variable**

Variable	Average Variance Extracted (AVE) Value
Satisfaction Work (Y1)	0.566
Performance Employee (Y2)	0.689
Innovative Behaviour (X3)	0.772
Technology Information (X2)	0.693
Work From Home (X1)	0.670

Source : Data processed by Researchers (2022)

Based on Table 3, the results of testing composite reliability and Cronbach's alpha show a satisfactory value, because all latent variables have a composite reliability value and Cronbach's alpha 0.70. This means that all latent variables are said to be reliable.

**Table 3. Composite Reliability and Cronbach's Alpha Value**

Variable	Cronbach's Alpha	Composite Reliability
Satisfaction Work (Y1)	0.930	0.940
Performance Employee (Y2)	0.950	0.957
Innovative Behaviour (X3)	0.958	0.964
Technology Information (X2)	0.951	0.958
Work From Home (X1)	0.901	0.924

Source : Data processed by Researchers (2022)



From testing the research results, there is a significant positive effect between Work From Home and Job Satisfaction. The higher the Work From Home, the higher the Job Satisfaction. In the Work From Home variable. Time balance at work can increase employee job satisfaction.

### Structural Test (Inner Model)

According to Hair *et al.* (2011), as a guideline, R-Squared values of 0.25, 0.50, and 0.75 represent weak, moderate, and substantial levels. The Effect of Work From Home on Job Satisfaction.

**Table 4. Composite Reliability and Cronbach's Alpha Value**

Variabel	R Square
Staisfaction Work (Y1)	0.746
Performance Empolyee(Y2)	0.845

Source : Data processed by Researchers (2022)

From the test results above, it can be seen that the R-Square value or the coefficient of determination of the Job Satisfaction construct (Y1) is 0.746. These results indicate that the endogenous variable Job Satisfaction (Y1) with an R-Square value of 0.746 can be explained by exogenous variables of 74.6% while the rest is explained by other exogenous variables outside this study. Meanwhile, the coefficient of determination of the Employee Performance construct (Y2) is 0.845. These results indicate that the endogenous sustainability variable with an R-Square value of 0.845 can be explained by the exogenous variable of 84.5% while it is explained by other exogenous variables outside of this study.

**Table 5**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Keterangan
Work From Home (X1) -> Work Satisfaction (Y1)	0.236	0.237	0.063	3.767	<b>0.000</b>	positive and significant effect
Technology Information (X2) -> Work Satisfaction (Y1)	0.312	0.307	0.071	4.395	<b>0.000</b>	positive and significant effect
Innovative Behaviour (X3) -> Work Satisfaction	0.404	0.408	0.062	6.534	<b>0.000</b>	positive and significant effect
Work From Home (X1) -> Performance Employee (Y2)	0.174	0.173	0.040	4.345	<b>0.000</b>	positive and significant effect
Technology Information (X2) -> Performance Employee (Y2)	0.114	0.115	0.051	2.213	<b>0.027</b>	positive and significant effect
Innovative Behaviour (X3) -> Performance Employee (Y2)	0.385	0.379	0.048	7.969	<b>0.000</b>	positive and significant effect
Work Satisfaction (Y1) -> Performance Employee (Y2)	0.334	0.339	0.056	5.962	<b>0.000</b>	positive and significant effect
Work From Home (X1) -> Work Satisfaction (Y1) -> Performance Employee (Y2)	0.079	0.080	0.024	3.348	<b>0.001</b>	positive and significant effect
Technology Information (X2) -> Work Satisfaction (Y1) ->	0.104	0.104	0.029	3.592	<b>0.000</b>	positive and significant effect

<b>Performance Employee (Y2)</b>							
<b>Innovative Behaviour (X3) -&gt; Work Satisfaction (Y1) -&gt; Performance Employee (Y2)</b>	0.135	0.139	0.034	3.929	<b>0.000</b>	positive and significant effect	

### **The Effect of Information Technology on Job Satisfaction**

From testing the research results, there is a significant positive effect between Information Technology and Job Satisfaction. The higher it is Information Technology, the higher the Job Satisfaction. Good IT system procedures that can increase employee job satisfaction.

### **Influence of Innovative Behavior on Job Satisfaction**

From testing the research results, there is a significant positive effect between Innovative Behavior and Job Satisfaction. The higher it is Innovative Behavior, the higher the Job Satisfaction. New ideas or ways that employees generate in helping their work can increase satisfaction or create positive feelings for employees. New ideas that are obtained and issued regarding their work during WFH can increase employee job satisfaction.

### **The Effect of Job Satisfaction on Employee Performance**

From testing the research results, there is a significant positive effect between Job Satisfaction and Employee Performance. The higher it is Job Satisfaction, the higher the Employee Performance. Job satisfaction or positive feelings that arise in employees when doing their work can improve employee performance both in terms of quality and quantity of work. The existence of opportunities provided by the company to make employees advanced can increase employee job satisfaction.

### **The Effect of Work From Home on Employee Performance**

From testing the research results, there is a significant positive effect between Work From Home and Employee Performance. The higher the Work From Home, the higher the Employee Performance. Time balance at work can improve employee performance.

### **The Effect of Information Technology on Employee Performance**

From testing the research results, there is a significant positive effect between Information Technology and Employee Performance. The higher it is Information Technology, the higher the Employee Performance. Good IT system procedures that can improve employee performance.

### **Influence of Innovative Behavior on Employee Performance**

From testing the research results, there is a significant positive effect between Innovative Behavior and Employee Performance. The higher it is Innovative Behavior, the higher the Employee Performance. New ideas that are obtained and issued regarding their work during WFH can improve employee performance.

### **The Influence of Work From Home, Information Technology, and Innovative Behavior on Job Satisfaction**

From the research results, there is a positive influence of *Work From Home*, Information Technology, and Innovative Behavior on Employee Performance. Based on the results of hypothesis testing on the simultaneous relationship, it was found that *Work From*

*Home*, Technology Utilization, and Innovative Behavior have an influence on Job Satisfaction. Among the three variables, the value that most dominantly influences job satisfaction is innovative behavior. In the Innovative Behavior variable, the most dominant indicator is the new ideas that are obtained and issued regarding their work when WFH can increase employee job satisfaction. While the variable with the smallest effect value is WFH.

### **The Influence of Work From Home, Information Technology, Innovative Behavior, and Job Satisfaction on Employee Performance**

From the research results, there is a positive influence of *Work From Home*, Information Technology, Innovative Behavior, and Job Satisfaction on Employee Performance. Based on the results of hypothesis testing on the simultaneous relationship, it was found that *Work From Home*, Information Technology, Innovative Behavior, and Job Satisfaction have an influence on employee performance. Among the three variables, the value that most dominantly influences employee performance is innovative behavior. In the Innovative Behavior variable, the most dominant indicator is the new ideas that are obtained and issued regarding their work when WFH can improve employee performance. Meanwhile, the variable with the least effect is Information Technology.

### **Job Satisfaction significantly mediates Work From Home on Employee Performance**

Based on the results of hypothesis testing on an indirect relationship, it was found that job satisfaction has a *complementary mediation (partial mediation)* role in the relationship between *Work From Home* and Employee Performance. found to have a positive effect on employee performance. So that it can be seen that job satisfaction has a *complementary mediation (partial mediation)* mediating role on the relationship between *work from home* on employee performance, where there is or is not job satisfaction, *work from home* has a positive and significant effect on employee performance.

## **CONCLUSION AND RECOMMENDATION**

### **Conclusion**

Based on the results of research and data analysis through proving the hypothesis of the problems discussed in this study, the following conclusions can be drawn: 1) Work From Home has a positive effect on Job Satisfaction. 2) Information Technology has a positive effect on Job Satisfaction. 3) Innovative Behavior has a positive effect on Job Satisfaction. 5) Work From Home has a positive effect on employee performance. 6) Information Technology has a positive effect on Employee Performance. 7) Innovative behavior has a positive effect on employee performance. 8) Work From Home, Information Technology, and Innovative Behavior simultaneously affect employee performance. 9) Work From Home, Information Technology, Innovative Behavior, and Job Satisfaction simultaneously affect employee performance. 10) Job Satisfaction significantly mediates Work From Home on Employee Performance. 11) Job Satisfaction significantly mediates Information Technology on Employee Performance. 12) Job Satisfaction significantly mediates Innovative Behavior on Employee Performance.

### **Recommendation**

This study has limitations, so the authors suggest that in the future further research can be carried out with the following suggestions:

- 1) This research is limited to employee respondents in the BPJS Ketenagakerjaan membership clump which is one of the company's core businesses. Meanwhile, there are other core business clusters, namely services and investment. The author suggests that further research should expand other work sections for both core business and supporting



- units, for example: Finance, HR & General Affairs, Strategic Planning, Information Technology, Law, and Public Relations.
- 2) This research is limited to BPJS Ketenagakerjaan, which is a Public Legal Entity. The results are not generalized to other types of businesses because of the differences between business processes and the business challenges faced. The author suggests that it is necessary to develop this research in order to obtain more feasible results with similar research to be able to support further research, so it is necessary to conduct research on other companies in order to present a new discourse that is better.
  - 3) Research on Work From Home, Information Technology, Innovative Behavior, Employee Performance, and Job Satisfaction is still wide to be researched and studied. This can be a further consideration of these variables to be studied.
  - 4) The results of this study indicate that the endogenous variable of Employee Performance with an R-Square value of 0.845 can be explained by the exogenous variable of 84.5% while it is explained by other exogenous variables outside of this study. Therefore, there are still other research variables that affect performance that can be investigated.

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