

# The Influence of Work from Home, Work Family Conflict and Role Ambiguity on Employee Performance During the Covid-19 Pandemic

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## Abstract

This research aims to find out and analyze the influence of work from home, work family conflict and ambiguity of the role of employee performance at PT X. This research was conducted at PT X. The population in this study is all employees of PT X. The number of samples used was 60 respondents using saturated sample techniques. The method used in this study is an associative method. The data analysis method uses Partial Least Square (PLS). The results showed that work from home had a negative and significant effect on employee performance at PT X. Work family conflict has a negative and significant effect on employee performance at PT X. Ambiguity of the role has a negative and significant effect on employee performance at PT X.

**Keywords:** Work From Home, Work Family Conflict, Role Ambiguity, Employee Performance

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## INTRODUCTION

Since the first case of COVID-19 was discovered in Indonesia in March 2020 until now as of June 6, 2021, the number of confirmed cases of Covid-19 is 1,856,038 people, with a cure rate of 1,705,971 people, and died as many as 51,612 people. (Source, Ministry of Health, 2021). To break the chain of the spread of the dangerous virus, of course, the government has taken many actions, such as regulations for Work From Home (WFH) and Distance Learning (PJJ) so that people only move at home. The goal is to reduce physical contact in order to obey the command regarding physical distancing. The existence of these regulations certainly has a great impact on people's daily lives. (Source, BNPB, 2021).

The impact of the COVID-19 pandemic has also affected the rise in unemployment in Indonesia. The Central Statistics Agency (BPS) recorded an open unemployment rate (TPT) in February 2021 of 6.26% percent up compared to February 2020. The increase in the estimated number of unemployed is the economic impact of the COVID-19 pandemic. Bappenas said the sectors that would lose many jobs were trade, manufacturing, construction, services and accommodation. The prediction of rising unemployment is also influenced by the policies of many companies that make job cuts (layoffs) to their employees in the midst of pandemic conditions. In addition to layoff policies, some companies also take policies such as cutting employee salaries to the enactment of unpaid leave, (Source, tirto.id, 2020).

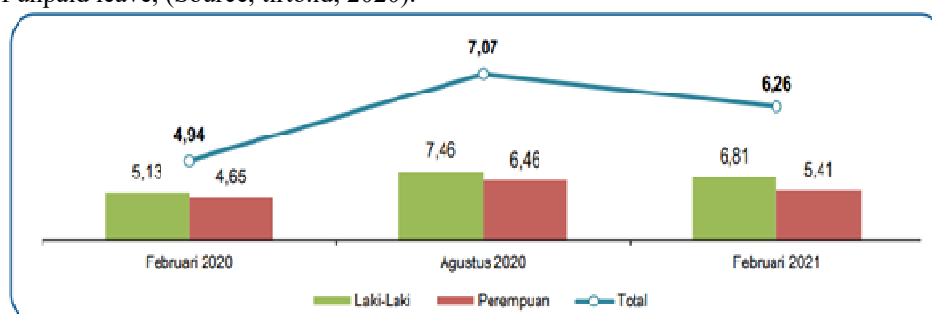


Figure 1. Number of Workers Affected by Covid 19

Source: Central Statistics Agency (BPS, 2021)

With the Covid-19 disease pandemic, some companies inevitably reduce the number of workers or employees so that there are layoffs for employees as an effort to prevent the spread of the disease. Many companies are also taking extreme and extreme measures to maintain their business and of course to reduce losses due to covid-19.

This research is carried out at PT X which is one of the companies engaged in the sale of CCTV. PT X offers quite complete CCTV equipment including dome cameras, IR cameras, DVRs, and other supporting equipment related to CCTV. Based on the data obtained by the author during the Covid 19 pandemic, the

number of PT X sales continues to experience a significant decrease, this can be seen in table 1 below:

**Table 1.** Sales Data on PT X

Moon	Target	Sales	Achievement
January	120	90	75%
February	120	100	83%
March	120	80	67%
April	120	75	63%
May	120	55	46%
June	120	51	43%
July	120	50	42%
August	120	47	39%
September	120	40	33%

Source: PT X (2020)

Based on Table 1, it can be found that sales data at PT X during the Covid 19 Pandemic continues to decline every month. This decline in sales indicates that the performance of employees at PT X is still not in line with what the company expected. Even though during the Covid-19 pandemic, PT X did not lay off its employees at all.

According to Salain, *et al.*, (2020) the outline of work from home is described as a new method of working that is beneficial for some people, and less suitable for some others. The concept of work from home is a work concept where employees can do their work from home. Working from home also provides flexible working hours for employees. People who are happy with the concept of work from home, have several reasons because work from home fits into the field of work and does not interfere with the way work is done as in the office, (Salain, *et al.*, 2020).

The next factor that affects the performance of an employee in the company is work family conflict. Natalia and Suharnomo (2015) stated that Work family conflict is a role conflict that occurs in employees, where on the one hand he has to do work in the office, while on the other hand he must pay attention to the family as a whole, making it difficult to distinguish between work interferes with family and family interferes with work. The difficulty of balancing work and family affairs can cause work family conflict, work affairs interfere with family life or family affairs interfere with work life which ultimately affects the performance of employees both male and female, (Aqil and Dahri, 2018).

Nur *et al.*, (2016) states that role ambiguity arises when the expected role (role expectation) is not clearly understood and a person is unsure of what he or she is doing. While Hutasuhut and Reskino (2016) stated that job descriptions and work standards that are not clear or not written in detail will result in ambiguity in work, so employees only estimate the size or standard of good performance and are not based on definite and expected standard provisions. The role ambition experienced by employees can affect a person's emotions, thought processes and condition. Role ambition can affect a person's ability to face work that can later hinder the achievement of expected performance and will certainly harm the organization, (Handoko, 2015).

The problems in this study are: Does work from home, work family conflict, and ambiguity of role affect employee performance during the Covid-19 pandemic at PT X?. Meanwhile, the approval of this study is to know and analyze the influence of work from home, work family conflict and ambiguity of the role on employee performance during the Covid-19 pandemic at PT X.

## LITERATURE REVIEW

### Employee Performance

According to Widayati *et al.*, (2020) employee performance is closely related to the results of one's work in an organization, the results of the work can concern quality, quantity, and timeliness. According to Afandi (2018), performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not breaking the law and not contrary to morals and ethics.

The performance dimension provides a tool to describe the overall scope of activity at work. Meanwhile, responsibilities and obligations provide a description of depersonalization. Dimensions and performance indicators according to Mangkunegara (2017), namely:

- Quality of work. Shows neatness, thoroughness, the relationship of work results by not ignoring the volume of work. Good quality of work can avoid the level of error in the completion of a job that can be beneficial to the progress of the company.
- Quantity of work. All kinds of units of measure related to the amount of work that can be expressed in the size of numbers or equivalents of other numbers, so that efficiency and effectiveness can be carried out in accordance with the company's goals.

- c. Responsibility. Shows how much employees receive and carry out their work, account for the results of work and the facilities and infrastructure used and their work behavior every day.
- d. Cooperation. The willingness of employees to participate with other employees *vertically* and *horizontally* both inside and outside the work so that the results of the work will be better.
- e. Initiative. Initiative from within the members of the company to do work and overcome problems in the work without waiting for orders from superiors or showing responsibility in work that is already the obligation of an employee.

### **Work From Home**

The concept of work from home is a work concept where employees can do their work from home. Working from home also provides flexible working hours for employees, (Salain *et al.*, 2020). Work from Home is one of the terms of working remotely, more precisely doing work that is usually done in the office from home. So workers do not need to come to the office face-to-face with other workers, (Ashal, 2020).

There are three dimensions of the application or realization of work from home proposed by Gądecki *et al.*, (2018) namely:

- a. Space: the transformation of the private space of the house (as a place of realization of liking and expressing oneself) into a pseudo-public space.
- b. Time: the use of personal space by workspaces that leads to the collision of two different time systems: cyclic time (household chores) and linear time (professional tasks), which overlap.
- c. Social role: a narrative of oneself as a worker from home, an emanation of roles and constant teleworker positions performed.

### **Work Family Conflict**

Natalia and Suharnomo (2015) stated that work family conflict is a role conflict that occurs in employees, where on the one hand he has to do work in the office, while on the other hand he must pay attention to the family as a whole, making it difficult to distinguish between work interferes with family and family interferes with work. According to Rahma (2019) family work conflict is defined as a form of conflict between roles where the pressures of work and family roles conflict with each other. The incompatibility is indicated by the fact that participation in work roles is made more difficult based on participation in family roles and vice versa.

Hasanah and Ni'matuzahroh (2017) identify three dimensions of work family conflict, namely as follows:

- a. Time-based conflict. The time it takes to run one of the demands (family or work) can reduce the time to run the other 's demands'. This form of conflict is positively related to: number of hours worked, overtime, attendance rate, shift irregularities, and control of work schedules.
- b. Conflict based on tension (Strain-Based Conflict). Occurs when pressure from one role affects the performance of the other role. Where symptoms of pressure, such as: tension, anxiety, fatigue, work role character, the presence of a new child, and the availability of social support from family members.
- c. Behavior-Based Conflict. Specific patterns of behavior associated with one role have the possibility of incompatibility with the expectations of another role. In other words, certain behaviors required in one role may not be suitable for another role. If the individual is unable to adjust behavior to meet the expectations of different roles, the individual has a greater tendency to experience conflict between people.

### **Role Ambiguity**

Nur *et al.*, (2016) state that role ambiguity arises when the expected role (role expectation) is not clearly understood and a person is not sure of what he is doing. Natalia and Suharnomo (2015) state that role ambiguity arises when the role expectation is not clearly understood and a person is unsure of what he is doing.

According to Yasa (2017), Role ambiguity is measured using the following dimensions and indicators: (1) Authority. Feel certain about how much authority you have and have a clear plan for the job.; (2) Responsibility. Knowing what is responsible and the explanation of what to do is clear.; (3) Clarity of Purpose. Have a clear purpose for the job and know that it is necessary to divide the time appropriately.; (4) Job Coverage. Know the scope of the work from how its performance is evaluated.

Hypothesis.

H1 : Work From Home Affects Employee Performance

H2: Work Family Conflict Affects Employee Performance

H3: Role Ambiguity Affects Employee Performance

## **RESEARCH METHODS**

### **Types of Research**

The type of research used in this research is a type of quantitative research. The methods used in this study used associative methods. According to Sugiyono (2017) the Associative method aims to find out the influence or

relationship between two more variables. Associative research has a higher level when compared to descriptive and comparative, further Sugiyono (2017) explained with Associative research it is built a theory that serves to explain, predict and control a symptom.

### Population and Sample

The population in this study is the entire employees of PT Global which amounts to 60 people. The number of samples used as many as 60 people with saturated sampling techniques. According to Sugiyono (2017) Saturated Sampling is a sampling technique when all members of the population are used as samples.

#### 1. Data Analysis

The data analysis techniques in this study used *Partial Least Square* (PLS). According to Ghazali and Latan (2016), the goal of PLS-SEM is to develop theory or build theory (predictive orientation). PLS is used to explain the presence or absence of relationships between latent variables (*prediction*). PLS is a powerful method of analysis because *it* does not assume current data with a certain scale metering, the number of samples is small.

##### a. Descriptive Analysis

Descriptive statistics are statistics that serve to describe or describe the object studied through sample or population data as it is, without conducting analysis and making conclusions that are applicable to the public (Sugiyono, 2017).

##### b. Measurement Model Test (Outer Model)

The measurement model or outer model shows how each block of indicator relates to its latent variable. The evaluation of measurement models through affirmative factor analysis is to use the MTMM (MultiTrait-MultiMethod) approach by testing convergent and discriminant validity. While reliability tests are carried out in two ways, namely with Cronbach's Alpha and Composite Reliability (Ghozali and Latan, 2016).

##### c. Structural Model Test (*Inner Model*)

The structural or *inner model* indicates the relationship or strength of estimates between latent or construct variables based on *substantive theory*.

## RESULTS AND DISCUSSIONS

### 1. Evaluation of Measurement Outer Model

*Convergent Validity* testing of the measurement model with reflexive indicators is assessed based on the correlation between the item score or component score with the construct score calculated with PLS. Individual indicators are considered valid if they have a correlation value above 0.50. By looking at the results of the output correlation of the indicator with its construct as seen in the table and structural figure below.

Table 2. Convergent Validity test results

Variable	Indicators	Loading Factor	Information
Work From Home	WFH1	0,209	Invalid
	WFH2	0,763	Valid
	WFH3	0,885	Valid
	WFH4	0,947	Valid
	WFH5	0,942	Valid
	WFH6	0,812	Valid
Work Family Conflict	WFC1	0,752	Valid
	WFC2	0,334	Invalid
	WFC3	0,894	Valid
	WFC4	0,891	Valid
	WFC5	0,901	Valid
	WFC6	0,930	Valid
	WFC7	0,848	Valid
	WFC8	0,806	Valid
	WFC9	0,354	Invalid
Role Ambiguity	AP1	0,889	Valid
	AP2	0,887	Valid
	AP3	0,922	Valid
	AP4	0,891	Valid
	AP5	0,346	Invalid
	AP6	0,887	Valid
	AP7	0,354	Invalid
	AP8	0,782	Valid
Employee	KK1	0,940	Valid

Variable	Indicators	Loading Factor	Information
Performance	KK2	0,973	Valid
	KK3	0,980	Valid
	KK4	0,938	Valid
	KK5	0,939	Valid
	KK6	0,236	Invalid
	KK7	0,964	Valid
	KK8	0,986	Valid
	KK9	0,902	Valid
	KK10	0,268	Invalid

Source: PLS Data Processing Results 3.0, 2021

Based on the table above, it can be seen that seven indicators have a loading factor value of less than 0.50 which is declared invalid, therefore, the indicator is omitted from the model. According to Ghazali and Latan (2017) convergent validity testing of each construct indicator, an indicator is said to be valid if the loading factor value > 0.50. Here are the results of the disappearance of indicators and calculations of kembal:

Table 3. *Convergent Validity* (Modified) test results

Variable	Indicators	Loading Factor	Information
Work From Home	WFH2	0,741	Valid
	WFH3	0,886	Valid
	WFH4	0,951	Valid
	WFH5	0,950	Valid
	WFH6	0,821	Valid
	WFC1	0,744	Valid
Work Family Conflict	WFC3	0,887	Valid
	WFC4	0,882	Valid
	WFC5	0,907	Valid
	WFC6	0,937	Valid
	WFC7	0,855	Valid
	WFC8	0,817	Valid
	AP1	0,911	Valid
	AP2	0,898	Valid
Role Ambiguity	AP3	0,924	Valid
	AP4	0,898	Valid
	AP6	0,890	Valid
	AP8	0,776	Valid
Employee Performance	KK1	0,947	Valid
	KK2	0,976	Valid
	KK3	0,983	Valid
	KK4	0,946	Valid
	KK5	0,939	Valid
	KK7	0,962	Valid
	KK8	0,986	Valid
	KK9	0,905	Valid

Source: PLS Data Processing Results 3.0, 2021

The results of the convergent validity test modification in the diatas table, it can be seen that all indicators have met convergent validity because it has a loading factor value above 0.50, in addition to being seen from the loading factor value, convergent validity can also be seen from the Cross loadings value.

Discriminant validity testing is a reflective indicator that can be seen in the cross loading between the indicator and its construct. An indicator can be declared valid if it has the highest loading factor to the intended construct compared to the loading factor to other constructs. Thus, latent constructs predict indicators on their blocks better compared to indicators in other blocks.

Table 4. Discriminant Validity (Fornell Lacker Criterion)

	Role Ambiguity	Employee Performance	Work Family Conflict	Work From Home
Role ambiguity	0.884			
Employee performance	-0,670	0,956		
Work Family Conflict	0,622	-0,728	0,863	
Work From Home	0,637	-0,729	0,697	0,874

Source: PLS Data Processing Results 3.0, 2021

From the Results of the cross loading test above, it can be seen that the correlation between each construct and the variable is greater than that of other constructs, as well as the results of the criterion Fornell-Lacker test. Convergent validity can also be seen from the value of average variance extracted (AVE). In addition to observing the cross loading value, discriminant validity can also be known through other methods, namely by looking at the average variance extracted (AVE) value for each indicator required the value must be  $> 0.50$  for a good model.

Table 5. Average Variant Extracted (AVE)

No	Variable	AVE
1	Work From Home	0,763
2	Work Family Conflict	0,745
3	Role Ambiguity	0,782
4	Employee Performance	0,914

Source: PLS 3.0 Data Processing Results 2021

Based on the table above, it can be seen that the AVE value of each indicator is above 0.50, there are no problems in convergent validity in the model that has been tested.

Table 6. Composite Reliability and Cronbach's Alpha

No	Variable	Composite Reliability	Cronbach's Alpha
1	Work From Home	0,941	0,920
2	Work Family Conflict	0,953	0,942
3	Role Ambiguity	0,955	0,943
4	Employee Performance	0,988	0,986

Source: PLS 3.0 Data Processing Results 2021

Based on the table above, it can be seen that the results of the promotion of composite reliability and Cronbach's alpha show a satisfactory value, that is, all latent variables have reliable because all latent variable values have composite reliability values and Cronbach's alpha  $\geq 0.70$ . So it can be concluded that the questionnaire used as a research tool has been reliable or consistent.

## 2. Structural Model Evaluation (*Inner Model*)

Table 7. Endogenous Variable R2 Value

Endogenous Variables	R Square	R Square Adjusted
Employee Performance	0,657	0,639

Source: PLS 3.0 Data Processing Results 2021

Based on the table shows that the influence of independent latent variables (work from home, work family conflict, and role ambiguity) on employee gives an R-square value of 0.657 belonging to the medium category, which can be interpreted that the variability of employee performance constructs that can be explained variability of work from home constructs, work family conflict, and role ambiguity by 65.7% while 34.3% is explained by other variables outside of those studied.

Another test in structural measurement is  $Q^2$  predictive relevance which serves to validate the model. Predictive  $Q^2$  results are said to be good if the value is  $> 0$  which indicates a good (corresponding) exogenous latent variable as an explanatory capable of predicting its endogenous variable.

$$Q\text{-Square} = 1 - [(1 - R^2)]$$

$$Q\text{-Square} = 1 - (1 - 0.657)$$

$$Q\text{-Square} = 1 - 0.343$$

$$Q\text{-Square} = 0.657$$

Based on the results of these calculations, employee performance has a  $Q^2$  value of  $0.657 > 0$  which means that employee performance has a good predictive value that is able to predict endogenous variables and has a strong influence. The estimated value for the path relationships in the structural model must be significant. The value of significance on this hypothesis can be obtained by the bootstrapping procedure. See the significance on the hypothesis by looking at the parameter coefficient value and the T-statistical significance value in the Algorithm Bootstrapping Report. To find out whether significant or insignificant is seen from the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared to the T-count (T-statistic).



Table 8. Hypothesis Testing Results

	Original (O)	Sample	T Statistics	P Values	Information
Work from Home Employee Performance →	-0,334		2,422	0,016	Significant Negatives
Work Family Conflict → Employee Performance	-0,343		2,394	0,017	Significant Negatives
Ambiguity of → Employee Performance Role	-0,244		2,042	0,042	Significant Negatives

Source: PLS 3.0 Data Processing Results 2021

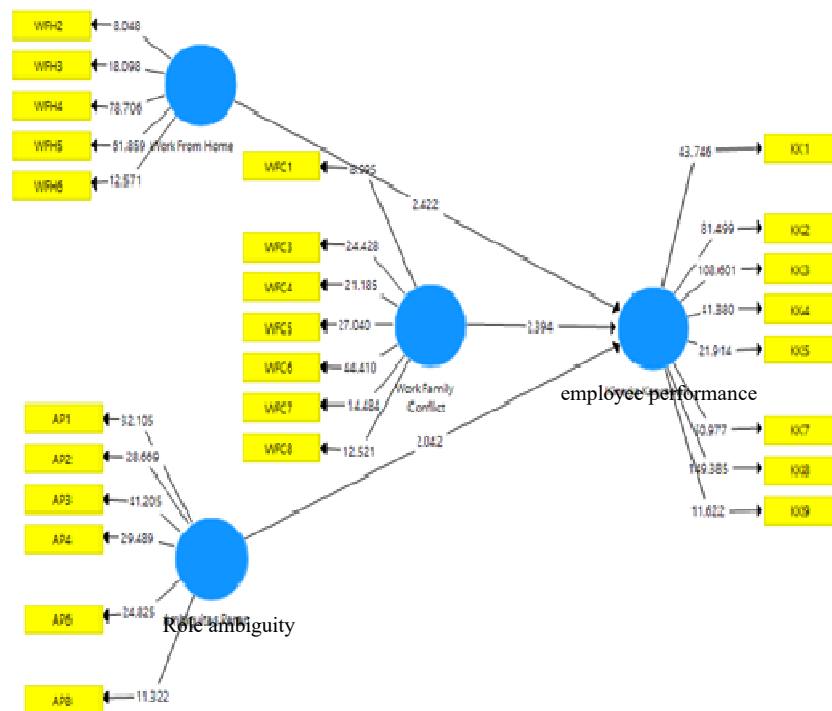


Figure 2. Bootstrapping Results  
 Source: PLS 3.0 Data Processing Results 2021

## Discussion

### a. The Effect of Work From Home on Employee Performance

Based on the hypothesis test in this study obtained T-Statistics results of 2,422, the original sample value of -0.334 from these results can be concluded that the first hypothesis received, namely work from home has a significant negative effect on employee performance. Based on the results of the study, it is known that work from home gets the highest score on WFH4 of (78,706) with the dimension of "Time", is the most dominant measurement in measuring work from home which encourages work from home to have a significant negative effect on employee performance.

This is evidenced by research conducted by Hartono and Rahadi (2021) showing that work from home has a significant negative effect on employee performance. This is in line with research conducted by Rokhani (2020) showing that work from home has a significant negative effect on teacher performance.

### b. Effect of Work Family Conflict on Employee Performance

Based on the hypothesis test in this study obtained the results of T-Statistics of 2,394 original sample values of -0.343 from these results can be concluded that the second hypothesis accepted, namely work family conflict has a significant negative effect on employee performance. Based on the results of the study, it is known that work family conflict gets the highest score in WFC6 of (44,410) with the dimension of "Conflict due to tension", is the most dominant measurement in measuring work family conflict which encourages work family conflict has a significant negative effect on employee performance.

This is evidenced by research conducted by Hendra and Made (2019) showing that work family conflict has a significant negative effect on employee performance. This is in line with research conducted by Nabila *et al.*,

(2019) showing that work family conflict has a significant negative effect on employee performance. Also in line with research conducted by Karakas *et al.*, (2017) shows that work family conflict has a significant negative effect on employee performance.

### c. The Effect of Role Ambiguity on Employee Performance

Based on the hypothesis test in this study obtained the results of *T-Statistics* of 2,042 *original sample* values of -0.244 from these results can be concluded that the third hypothesis is accepted, namely ambiguity of the role of a significant negative effect on employee performance. Based on the results of the study, it is known that role ambiguity gets the highest score on AP1 of (32,105) with the dimension of "Authority", is the most dominant measurement in measuring role ambiguity that encourages role ambiguity to have a significant negative effect on employee performance.

This is evidenced by research conducted by Triyono and Prayitno (2017), showing that role ambiguity has a significant negative effect on employee performance. This is in line with research conducted by Yunita and Astawa (2019) showing that role ambiguity has a significant negative effect on employee performance. Also in line with research conducted by Wulandari (2015) shows that role ambiguity has a significant negative effect on employee performance.

## CONCLUSION

Based on the results of research on company, the following conclusions can be drawn:

- a. Work from home has a negative and significant effect on employee performance at company. The results of the study can be interpreted that the higher the work from home experienced by employees, the lower the level of employee performance.
- b. Work family conflict has a negative and significant effect on employee performance at company. The results of the study can be interpreted that the higher the work family conflict experienced by employees, the lower the level of employee performance.
- c. Ambiguity of the role has a negative and significant effect on employee performance at company. The results of the study can be interpreted that the higher the level of role ambiguity experienced by employees, the lower the level of employee performance.

## Suggestion

Based on the above conclusions, it can be put forward some suggestions that are considered for PT Global and for future research

- a. In implementing work from home the company should be more strict in controlling the professional level of employees in work, how to make a daily deadline to maintain work traffic for employees so that employees have a list of work priority scales that must be completed every day.
- b. The company needs to consider the division of work time to employees so that employees do not experience work-family conflict. The trick is to make work shifts to employees so that employees have free time to be able to gather with family.
- c. In order for employees to allocate work time well, researchers suggest that management pay more attention to the job description given to employees so that employees do not feel burdened with work time and have a clear job in accordance with employee expertise so that employees do not feel burdened with work time and have a clear job in accordance with employee expertise so.
- d. For further research, the authors suggest conducting research with more population and samples, so that the data obtained can be better generalized. Thus the results of research made by subsequent researchers can describe the tendency of each variable that is made more accurate.

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