

Work from Home, Competence and Psychological Capital and Their Influence on Employee Performance (Study at Freight Forwarder companies)

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Abstract: *This study aims to determine the effect of Work From Home, competence and psychological capital on employee performance. This research was conducted on the research object of a freight forwarder company in Semarang, Indonesia. This study uses a quantitative approach. Data was collected using a questionnaire with a purposive sampling method. The data analysis technique uses multiple linear analysis. The results of this study indicate that competence and psychological capital have a positive effect on employee performance, while work from home has no effect on employee performance. Psychological capital has a dominant influence compared to other variable relationships.*

Keywords: *Work From Home, Competence, Psychological Capital, Employee Performance.*

I. Introduction

The deadly Covid-19 virus outbreak has spread throughout the world. This virus has claimed many victims of the world's population, one of which is in Indonesia. The Indonesian government has made great efforts to prevent the spread of this virus. These efforts include campaigning for 3M (Wearing masks, washing hands and maintaining distance).

The government and other communities are also participating in 3M's campaign to prevent the spread of this deadly virus. Before this outbreak or pandemic, employees worked in the office every day but after this virus, employees were required to work at home (Work From Home). This is stated through the instructions of the governor or regional head respectively in implementing the PSBB (Large-Scale Social Restrictions).

Companies in Semarang City that apply the Work system From Home is PT Arindo Jaya Mandiri. The implementation of Work From Home began in March 2020 and ended the implementation of the Work From Home system in early 2022. PT Arindo Jaya Mandiri is a company engaged in the field of Ship Freight Expedition (EMKL). The company provides shipping services for goods to be exported abroad. PT Arindo Jaya Mandiri Semarang has 40 employees for people on duty in the office and 10 people on duty in the field or outside the office.

One of PT Arindo Jaya Mandiri's performance targets is achieving the number of service users. At PT Arindo Jaya Mandiri Semarang, the number of service users during the pandemic has decreased from 2019-2021. The number of service users from 2019 to 2021 is presented in Table 1 below:

Table 1. Number of Service Users of PT Arindo Jaya Mandiri Semarang in 2019-2021

No	Year	Target (in thousands)	Realization (in thousands)
1	2019	2,500	2,992
2	2020	2,500	1968
3	2021	2,500	2,180

Based on Table 1, it can be seen that Figure 1 shows that the actual number of service users of PT Arindo Jaya Mandiri Semarang in 2019-2021 has decreased. The decline was in the form of non-fulfillment of predetermined target service users. Adjustment of a new work system for employees in the context of implementing PSBB (Large-Scale Social Restrictions) to work from home (Work From Home) in accordance with government directives regarding the handling of the Covid-19 Virus. Changes in work patterns during a pandemic create unfamiliarity, which is a challenge for companies, especially employees. The results of observations made by researchers at PT Arindo Jaya Mandiri Semarang are showing problems, one of which is the lack of communication between colleagues,

Formulation of the Problem

Based on the background described above, the problems that are of concern to researchers in this study are:

1. How does Work From Home affect the performance of employees of PT Arindo Jaya Mandiri Semarang?
2. How does competence influence the performance of employees of PT Arindo Jaya Mandiri Semarang?
3. How does Psychological Capital affect the performance of employees of PT Arindo Jaya Mandiri Semarang?
4. What factors are most dominant in influencing the performance of employees of PT Arindo Jaya Mandiri Semarang?

II. Literature review and relationships between variables

Work From Home (WFH)

According to Mustajab et al., (2020) Changes in the organization in assigning tasks and responsibilities to employees by "forbidding" employees to work in offices and gather in rooms, so employees have to work at home, this is called Work from home (WFH).) or work from home Researchers use several work from home indicators according to (Farrell, 2017), including:

1. Flexible work environment.
2. There is stress disorder in employees
3. Proximity to family in providing support on duty.
4. Reducing commuting time to the office.
5. Provide health and work balance
6. Can bring creativity in solving problems.
7. Distinguish between homework and office work

Competence

Competence is an ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job.(Wibowo, 2017)

According to Ruky inFadillah et al., (2017)There are several competency indicators below:

1. Personal character
2. Self concept
3. Knowledge
4. Skills
5. Work motivation

Psychological Capital

Psychological capital can be interpreted as an active state owned by employees in the process of growth and development which consists of self-efficacy, hope, optimism, and resilience (Wang et al, 2018)

Luthans et al., (2016) stated that there are four indicators of psychological capital, namely:

1. Hope
2. Optimism
3. Resilience

4. Self Efficacy

Employee performance

Sutrisno et al., (2016) state performance or work performance is the result of work that has been achieved by a person based on his work behavior in carrying out activities at work.

According to Robbins and Judge (2015) performance indicators as follows:

1. Work quality
2. Quantity
3. Punctuality
4. effectiveness
5. independence.

The Relationship of Work From Home Variables to Employee Performance

Work From Home is one of the terms of working remotely (remote working), more precisely doing work that is usually done in an office from home. Workers do not need to come to the office face to face with other workers (Ashal, 2020). Work From Home allows employees to maintain a balance between work and family life (Mustajab et al., 2020). Work From Home also allows employees to design workplaces and work facilities at home so that employees can work productively and efficiently (Ultimate, 2020). The choice of Work From Home (WFH) does not only occur when the government issues the PSBB (Large-Scale Social Restrictions) policy, but it has become company policy to provide opportunities for its employees to work with the Work From Home system. (Darmawan and Atmojo, 2020)

Based on the results of research that has been conducted by Nasution (2020) shows that Work from home (WFH) has a positive and significant effect on employee performance. This proves that the better the implementation of Work from Home (WFH) provided by the company, the higher the employee's performance. Thus, hypothesis 1 can be formulated as follows:

Ha1: There is an influence between Work from home (WFH) on employee performance

Competence Variable Relationship to Employee Performance

Competence is a person's basic ability in terms of knowledge, skills, behavior and other matters relating to the rules issued by the organization based on the work for which they are responsible (Pramularso, 2018). Each employee has the right ability or competence in carrying out his work to realize the performance and success of employee performance in the long term. Competence can deepen and expand the work skills of an employee. The more often an employee does the same work, the more skilled and fast he or she gets the job done. The more types of work an employee does, the richer and broader his work experience will be, and this allows for an increase in employee performance (Djou and Lukiasuti, 2021). Improving the performance of individual employees will encourage the overall performance of human resources (Dila, 2020).

Sutrisno (2009) in Djou and Lukiasuti (2021) also explains that competence as an attribute of the quality of human resources (HR) has a significant influence on individual performance. The relationship between competence and employee performance is also said by Syafruddin (2021) in his research that competency has a positive and significant effect on improving employee performance. Thus, hypothesis 2 can be formulated as follows:

Ha2: There is an influence between competence on employee performance

Relationship of Psychological Capital Variables to Employee Performance

According to Luthans et al., (2016) Psychological capital is defined as a positive ability that must be developed by someone. Psychological capital is divided into 4 dimensions, namely: self-confidence (self-efficacy), hope, optimism and endurance in doing work. The four dimensions of psychological capital are believed to be able to make a positive contribution for someone to excel in doing his job. To achieve optimal performance by employees, psychological capital is needed to support their work, accompanied by self-confidence, optimism and full of hope in achieving their goals. (Liwanto and Kurniawan, 2015). High psychological capital of employees can improve employee performance. This happens because one's self-efficacy, hope, optimism and resilience can encourage better performance and increase job satisfaction. (Triccia, 2020).

Research conducted by Zaman and Tjahjaningsih, (2017) proves that the effect of psychological capital on employee performance is partially positive and significant. This proves that the better the psychological capital of an employee, the higher the employee's performance. Thus, hypothesis 3 can be formulated as follows:

Ha3: There is an influence between psychological capital on the performance of employees of PT Arindo Jaya Mandiri Semarang.

THEORETICAL RESEARCH MODEL

Based on the hypotheses that have been formulated, a theoretical framework model is formed in this study as shown in Figure 1.

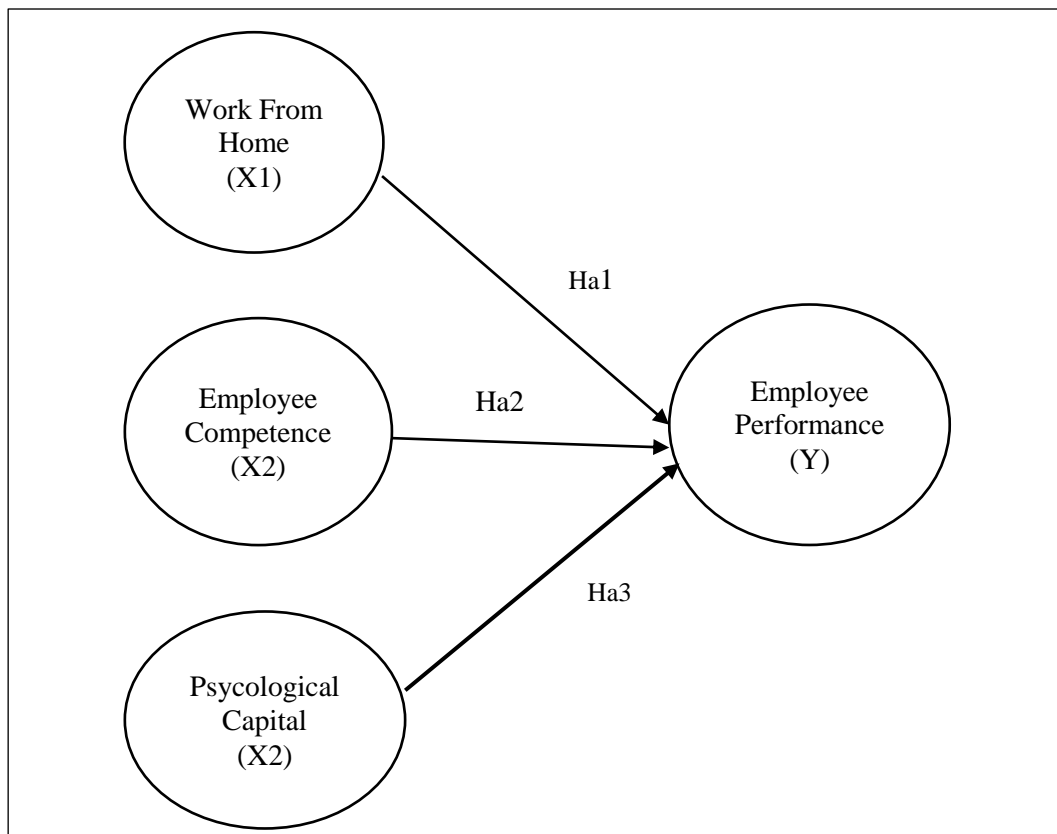


Figure 1. Theoretical Research Model

According to figure 1 it is explained that Work from home (X1), Employee Competence (X2), and Psychological Capital (X3) are independent variables or variables that can affect Employee Performance (Y) which are the dependent variable or variables that can be influenced by the independent variable .

III. Research Methods

The population in this study were all employees of PT Arindo Jaya Mandiri Semarang. The sample in this study amounted to 40 people according to the research criteria. Determination of the sample using purposive sampling technique.

Respondents filled out the agree-disagree scale questionnaire with a scale range of 1-10. The data analysis method used is the validity test, reliability test, classic assumption test, t test, F test, and the coefficient of determination with the SPSS 25 application tool.

IV. Results and Discussion

Characteristics of Respondents

The characteristics of the respondents in this study were divided into 4 (four) categories, namely age, gender, last education, and years of service. The results of the characteristic data of 40 respondents showed that more than half of the respondents were aged 30-40 years (29 respondents), were male (23 respondents), had a bachelor's degree (23 respondents), and had worked for 6-10 years (20 respondents). .

Validity test

Validity test is done by comparing the results of r count with r table. The results of the research variable validity test can be seen in table 2.

Table 2. Validity Test Results

Variable	Indicators	R Count	R Table	Information
Work From Home	X1.1	0.625	0.3120	Valid
	X1.2	0.843	0.3120	Valid
Competence	X1.3	0.752	0.3120	Valid
	X1.4	0.733	0.3120	Valid
	X1.5	0.790	0.3120	Valid
	X1.6	0.869	0.3120	Valid
	X1.7	0.808	0.3120	Valid
	X2.1	0.786	0.3120	Valid
Psychological Capital	X2.2	0.623	0.3120	Valid
	X2.3	0.829	0.3120	Valid
	X2.4	0.711	0.3120	Valid
	X2.5	0.722	0.3120	Valid
	X2.6	0.652	0.3120	Valid
	X2.7	0.559	0.3120	Valid
Employee Performance	X3.1	0.573	0.3120	Valid
	X3.2	0.824	0.3120	Valid
	X3.3	0.875	0.3120	Valid
	X3.4	0.719	0.3120	Valid
	X3.5	0.788	0.3120	Valid
	X3.6	0.840	0.3120	Valid
	X3.7	0.877	0.3120	Valid
Employee Performance	Y. 1	0.824	0.3120	Valid
	Y.2	0.882	0.3120	Valid
	Y.3	0.677	0.3120	Valid
	Y.4	0.821	0.3120	Valid
	Y.5	0.850	0.3120	Valid
	Y.6	0.523	0.3120	Valid

Table 2 shows that all of the questionnaire question items used in this study have r count > r table, so you can summed up all items Questionnaire questions for the variables Work from home (X1), Competence (X2), Psychological Capital (X3) and Employee Performance (Y) are declared valid.

Reliability Test

According to Ghozali (2018) a construct or variable is said to be reliable if it gives a Cronbach Alpha value > 0.70.

Table 3. Reliability Test Results

Variable	Cronbach Alpha Count	Cronbach Alpha Standard	Information
Work from home	0.888	0.70	Reliable
Competence	0.817	0.70	Reliable
Psychological Capital	0.898	0.70	Reliable
Employee performance	0.872	0.70	Reliable

The results of the research variable reliability test can be seen in table 3. Based on table 3 it can be seen that the Cronbach Alpha value of each variable is > 0.70, which means that all the questionnaire questions in this study are declared reliable or can be trusted.

Normality test

Based on the results of normality calculations using Kolmogrov-Smirnov, the Asymp.Sig (2-tailed) value is 0.133 or more than 0.05 so it can be concluded that the data is normally distributed.

Heteroscedasticity Test

The results of the heteroscedasticity test based on the scatterplot graph between SRESID and ZPRED can be seen in figure 2.

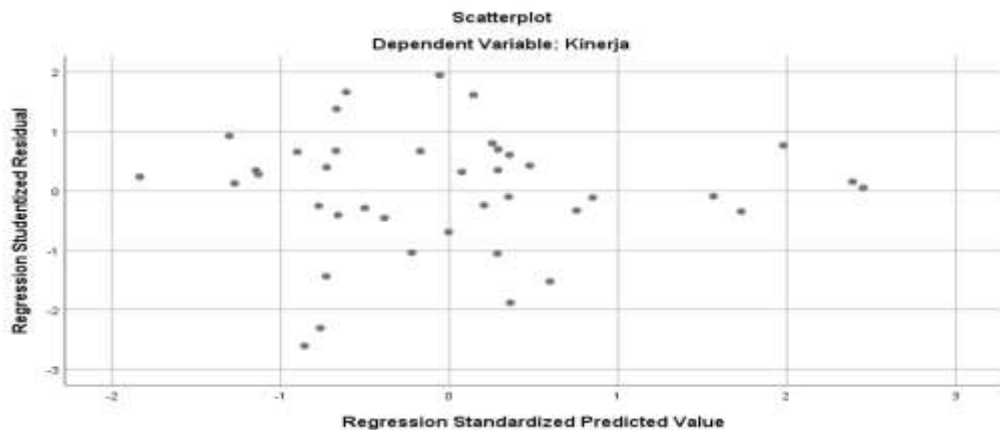


Figure 2. Heteroscedasticity Test Results

Figure 2 shows that the points spread randomly, both above and below the number 0 on the Y axis. So it can be concluded that the regression model in this study is free from symptoms of heteroscedasticity

Multiple Regression Analysis

This analysis is used to determine the effect of the independent variables work from home, competence, and psychological capital on the dependent variable, namely employee performance. The results of multiple linear regression analysis calculations in this study are shown in Table 4

Table 4. Multiple Regression Analysis

Variables	Unstandardized Coefficient		Standardized Coefficient	T Count	P Value
	B	Error Standard	B		
(Constant)	3,131	9.134		0.343	0.734
Work from home (X1)	0.042	0.94	0.044	0.449	0.656
Competency (X2)	0.322	0.127	0.289	2,537	0.016
Psychological Capital (X3)	0.595	0.110	0.638	5,425	0.000
<u>Dependent Variable: Employee Performance</u>					

The interpretation of the regression above is as follows:

- a. Constant (α) = 3.131
The constant value indicates that if the independent variables work from home (X1), competence (X2) and psychological capital (X3) are constant or 0 (zero), then the value of the dependent variable employee performance (Y) is positive at 3.131.
- b. Coefficient X1 = +0.042
The X1 coefficient or work from home variable (X1) has a coefficient value of +0.042 with a significance level of 0.656. In this case, any increase in the work from home variable (X1) will increase Employee Performance (Y) by 0.042 assuming that the Competency variable (X2) and the psychological capital variable (X3) are constant.
- c. Coefficient X2 = +0.322
The X2 coefficient or the Individual Characteristics variable (X2) has a coefficient value of +0.322 with a significance level of 0.016. In this case, each increase in the Competency variable (X2) will increase Employee Performance (Y) by 0.322 assuming that the work from home variable (X1) and psychological capital variable (X3) are constant.
- d. Coefficient X3 = +0.595=

The X3 coefficient or psychological capital variable (X3) has a coefficient value of +0.595 with a significance level of 0.000. In this case, each increase in the psychological capital variable (X3) will increase Employee Performance (Y) by 0.595 assuming that the work from home variable (X1) and competency variable (X2) are constant.

Determination Coefficient Test

The coefficient of determination essentially measures how far the model's ability to explain the variation in the dependent variableGhozali (2018). In this study, the coefficient of determination was used to determine how much the percentage contribution of the influence given by the variables work from home, competence and psychological capital together on employee performance. The test results for the coefficient of determination in this study can be seen in table 7.

Table 7. Test Results for the Coefficient of Determination

Models Summary				
Model	R	R Square	Adjusted R Squared	Estimated Standard Error
1	,827a	0.684	0.657	2,891
a. Predictors: (Constanta), Psychological Capital, Competence Work from home				

Based on table 7 above, it can be seen that the Adjusted R Square value is 0.657 or 65.7%, which means that 65.7% of employee performance (Y) is influenced by the variables work from home (X1), competence (X2), and psychological capital (X3) while the remaining 34.3% is influenced by other variables not examined in this study

Table 5. F Test Results

Model	Sum of Squares	df	Mean Square	F	P Value
Regression	650,201	3	216.734	25.930	0.000
residual	300/899	36	8.358		
Total	951,100	39			

Based on the calculation results, the calculated F value is $25.930 > F$ table 2.87 (df regression = 3, df residual = 36) with a significance of $0.000 < 0.05$ with a sign of the direction of the regression coefficient of the work from home variable, competence and psychological capital marked positive . The conclusion that can be drawn is that the variables work from home, competency and psychological capital have a simultaneous effect on employee performance at PT Arindo Jaya Mandiri Semarang.

Table 6. T Test Results

Variable	t count	t table	P Value
Work from home (X1)	0.449	2.024	0.656
Competency (X2)	2.537	2.024	0.016
Psychological Capital (X3)	5.425	2.024	0.000

a. Effect of Work from home (X1) on Employee Performance

The results of the t test above show that the variable Work from home (X1) has a t count value of $0.449 < t$ table 2.024 with a significance value of $0.656 > 0.05$. In accordance with the t test decision-making criteria, then H_0 is accepted and H_a is rejected so it can be concluded that the Work from home variable (X1) partially has no effect on Employee Performance (Y) at PT Arindo Jaya Mandiri Semarang. Work From Home means working in a flexible environment, no pressure. This is because employees are able to complete work by adjusting to conditions during a pandemic with the system

b. The Effect of Competence (X2) on Employee Performance (Y)

The results of the t test above show that the Competency variable (X2) has a t count value of $5.434 > t$ table 2.024 with a significance value of $0.000 < 0.05$. In accordance with the t test decision-making criteria, then H_0 is rejected and H_a is accepted so that it can be concluded that the Competency variable (X2) partially affects Employee Performance (Y) at PT Jaya Mandiri Mandiri Semarang. The results of this study strengthen Sutrisno's opinion in Mulia and Saputra (2021) that competence as knowledge, skills, and abilities mastered by someone who has become part of himself so that he can carry out cognitive, affective and psychomotor behaviors as well as possible.

c. The Effect of Psychological Capital (X3) on Employee Performance (Y)

The results of the t test above show that the Workload variable (X3) has a t count value of $5.425 > t$ table 2.024 with a significance value of $0.000 < 0.05$. In accordance with the t test decision-making criteria, then H_a is accepted and H_0 is rejected, it can be concluded that the Psychological Capital variable (X3) partially influences Employee Performance (Y) at PT Jaya Mandiri Mandiri Semarang. The results of this study strengthen the findings of Luthans in Putri and Kistyanto (2019) that psychological capital is a form of approach from positive organizational behavior to develop and manage human resources in the workplace through self-confidence in taking action, optimism, seriousness in trying, being able to survive and move forward.

V. Conclusions And Suggestions

Conclusion

Based on the results of the analysis in the study, the following conclusions can be drawn:

- a. Based on the results of multiple linear regression analysis tests, the most dominant variable influencing employee performance is psychological capital with a regression coefficient value of 0.595.
- b. Based on the results of the determination coefficient test, the Adjusted R Square value obtained a value of 0.657. This indicates that the work from home, competency and psychological capital variables have an influence on employee performance at PT Arindo Jaya Mandiri Semarang by 65.7%, while the remaining is 34.3% is influenced by other variables not examined in this study.
- c. Based on the results of the F test in this study, it shows that the calculated F value $>$ F table, which is $25.930 > 2.87$ with a significance value of $0.000 < 0.05$. This means that the variables work from home, competency and psychological capital simultaneously affect employee performance.
- d. Based on the results of the T test, the competency and psychological capital variables partially have a positive and significant effect on employee performance and the work from home variable partially has no effect on employee performance.

Suggestion

Based on the results of this study through descriptive analysis of competency variables, it can be seen that indicators with low index values lie in self-concept indicators. Employees lack a stable, realistic and consistent attitude towards new jobs or assigned tasks. The findings from this study are expected that PT Arindo Jaya Mandiri Semarang will further improve the management of human resources, and improve discipline for employees in completing work time, so that they can foster self-concept in employees in solving problems and work. Thus, this will slowly grow the employee's self-concept when working in the company. In this study only used three independent variables, namely work from home, competence and psychological capital. For further research, other independent variables related to employee performance can be considered, including work stress, work facilities and workload.

This research was carried out with a limited time, so that in further research it can prepare for research implementation more maturely.

Acknowledgments

The researcher expressed his gratitude to the management of PT Arindo Jaya Mandiri for allowing him to observe and search for data related to this research. Thank you to the employees who have agreed to be research respondents.

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