The Effect of Technology Mastery and Work Motivation on the Performance of the State Civil Apparatus (ASN) of Local Governments on the Implementation of Work from Home as an Impact of the COVID-19 Pandemic

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ABSTRACT

The dissemination of the Corona Virus (COVID-19) is very rapidly forcing the government to implement a policy to suppress the level of spreading of this worldwide virus by allowing local government civil servants (ASN) to work at home or Work from Home (WFH). The ideal condition of WFH applied by an agency/office is the ability to connect people electronically and make the best situation where office work does not need to be done in the office. Instead, the work can be done anywhere at the time the employee is included in the house. This WFH policy brings consequences on conditions related to the readiness of the work device, the availability of adequate information technology equipment, the mastery of technologies and work motivation from the local government civil servants. It is necessary to support their performance during the implementation of work from home. This research was conducted to see the mastery of technology and work motivation and their influence on the performance of local government civil servants (ASN) of the country during the implementation of work from home. The results of this study are expected to be considered by all parties capable of relevant work to upgrade the mastery of technology for local government civil servants (ASN) so that their performance during the implementation of work from home (WFH) can be maintained.

Keywords: Technology, Performance, COVID-19, Competence, Capability, Work from Home.

1. INTRODUCTION

Regional Government State Civil Apparatus (ASN) is a profession for civil servants and government employees with employment agreements of working for government agencies (Law Number 5 of 2014 concerning ASN). The tasks of regional government employees are to perform public service tasks, government tasks and certain development tasks. Public service tasks are performed by providing goods, services and/or administrative services provided by regional government employees. The governmental tasks are carried out in the context of carrying out The general functions of the government include agency authorization, staffing and management.

Since the positive case for the COVID-19 virus was announced in Indonesia on March 2, 2020, the central government has stepped up to deal with the global pandemic of COVID-19. Various policies have been issued by local governments since early March 2020 ranging from limiting social relations (social distancing), appealing to work at home (work from home) for the majority of the ASN of the regions, canceling religious activities, and asking the community to stay at home and limiting out of home economic activities [1].

Through the Ministry of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia (Kemenpan RB) the Government issued Circular Number 34 of 2020 concerning Amendments to the Circular Letter of Kemenpan RB Number 19 of 2020 concerning Adjustment of the Work System of State Civil Apparatuses in Preventing the Spread of COVID-19 in the Government Agencies as a guideline for central and regional government agencies in carrying out official duties by working at home/their residence/ commonly called Work from Home (WFH) for ASN as an effort to

prevent and minimize the spread of COVID-19. The purposes of the circular are:

1. To prevent and minimize the spread, and reduce the risk of COVID-19 in the environment of central and local government agencies in particular and the public in general.

2. To ensure that the tasks and functions of each central and regional government agencies can be implemented and run effectively to achieve the performance of each organizational unit in the central and regional government agencies.

3. Ensure that the public services of the central government and local government agencies are implemented and continue to operate effectively.

WFH or work from home is working from home or working at home. This term is often used if workers do long distance work and use digital communication to tell colleagues that they work from home on a certain day or for a temporary period of time in order to minimize risks to the health and safety of individuals. WFH is also defined as an activity in carrying out official tasks, completing outputs, coordination, meetings, and other tasks from the employee's residence. The ideal condition of WFH applied by an agency / office is the ability to connect people electronically and create the best situation where work does not need to be done in the office and can be done anywhere the employee is located including at home. Provisions for civil servants who work at home are [2]:

1. civil servants assigned to Work From Home are required to carry out their duties based on the prevailing working hours.

2. When assigned to WFH, civil servants are also required to remain at their residence. If there is an urgent need to meet their health or food needs, civil servants are required to report to their immediate supervisor.

3. civil servants are also required to carry out work in accordance with the work plan agreed by the direct supervisor. The results of work must still be reported at the end of each period.

4. The Direct supervisors of WFH-assigned civil servants are fully responsible for the implementation of work from home policy.

5. In addition, the leadership of echelon II units or work units have to make periodical reports at weekend.

The call for WFH is a challenge for most local Government ASN, especially for those who work in the public service sector. The main purpose of public services is to provide services for the welfare of the community. Therefore, access to services cannot be stopped, closed or denied for the WFH policy because this is only a transfer (change) of the method of work in organizing and implementing the way how to provide services while the essence is to continue providing services to the community. One measurement of service given by ASN could be seen through their performance. The performance is the description of the achievement of the implementation of activities/plans/policies when achieving the goals, objectives, missions and visions of an organization. The quantity and quality of work done by individuals, groups or organizations. In the public sector, especially the government sector, performance can be interpreted as an achievement by government officials/employees in carrying out services to the community in a period.

Work performance measurement divided into two groups, namely traditional and contemporary [3]. Traditional performance measurement is done by comparing actual performance with budgeted performance or standard costs in accordance with the characteristics of accountability. Contemporary performance measurement uses activities as its foundation. Performance measurements are designed to assess how well activities are carried out and can identify whether continuous improvement has been made. Meanwhile, according to [4], performance measurement is the process of assessing the progress of work towards a specific goal, including information about the effective use of resources in the production of goods or services, quality of goods or services, comparison of work results with targets and effectiveness of actions in achieving the goals.

A number of public service delays occur due to WFH policies that were implemented suddenly as parts of preventing COVID-19 transmission. Some areas of public services cannot serve the community directly causing public the services not to be handled. Kompas Daily Monday (13/04) showed that the highest number of complaints originated from the problem of not handling population administration services. Of the total 348 reports received, as many as 153 reports regarding population administration services, followed by electricity, taxation, licensing, immigration and oil and gas services.

On the other hand, a number of regional government civil servants also need time for adaptation because working with the online system is new for them. The WFH policy has consequences for conditions related to the readiness of working tools and the availability of adequate information technology equipment and the ability and motivation of local government civil servants to keep abreast of technological developments. The challenges that need to be faced by government civil

servants in implementing WFH during the COVID-19 pandemic are not only in the availability of sophisticated digital technology applications, but also the changes in ways of thinking and working so that they need to master new skills that are more adaptive and work motivation that is maintained in facing new work atmosphere. Some application systems, such as staffing applications, communication (web conferencing), electronic presence and various other applications become mandatory requirements for central and regional government civil servants during the WFH so that government services to the community can continue to run.

The role of technology in WFH period as an effort to prevent transmission of COVID-19 is very much embedded in human life. The consequence of this working condition is the need of the use of technology to support the tasks. The current challenge that arises is the level of technological mastery of each state civil apparatus such as computer operation, internet usage, staffing application use, communication (web conferencing), electronic presence and various other applications which become mandatory requirements for local government employees during the work from home. Technology is an effort to develop and apply various equipment or systems to solve problems faced by humans in everyday life. States that technology is a means to enhance human capabilities and an instrument of change, something that includes human capacity to create, innovate and choose various techniques and use them optimally in the context of the physical, social and cultural environment. Technology is the application of knowledge by people to do some of the tasks they want to do. It is absolute necessary to support the implementation of tasks to serve the community.

The performance of the state civil apparatus during the implementation of WFH is expected to be maintained with the mastery of supporting technology. Regional government employee competence in mastering technology is absolutely necessary in the current conditions. Without adequate competence coupled with work motivation that is not maintained, it is feared that the local government civil servants will not be able to adapt to the changes. This will have an impact on services to the community which is a reflection of the performance of the apparatus. [5], [6] states that mastery of technology has a major impact on employee performance because they are able to save a lot of time and have many choices. Likewise Various studies have been conducted to see the relationship between technology mastery and employee performance [5], [6], [7], [8], [9] consistent pointed out that employee performance is positively influenced by the mastery of the above technology. It is different results that inferred mastery of technology has no significant effect on performance and instead increase the level of frustration [10], [11].

In other point, motivation is a driving force that makes people feel excited about work, so they want to make every effort to get satisfaction. Motivation is a process could explain the strength, direction and perseverance of an individual to achieve a goal [12]. Motivation is important and its position is in the overall leadership process. Motivation is needed because human nature requires a kind of stimulation, encouragement and incentives to get better performance. Motivation acts as a technique to improve the performance of employees who work at different levels. Employee motivation is one function that every leader must carry out together with other leadership functions. A leader must function as a friend and motivator for his employees. The employee motivation has a positive relationship with employee performance [13], [14], [15]. Different results found that motivation does not affect higher final performance, which means that although civil servants have good work motivation, they will not significantly affect their performance [17], [18], [19].

Determine the impact of technical mastery and motivation on performance based on the differences in the results of several studies, the researchers are interested in examining these variables by looking at the current conditions where there is a COVID-19 pandemic so that almost all institutions implement the WFH. The implementation of work WFH has consequences on the mastery of technology and the work motivation of the state civil apparatus in an effort to maintain their performance in completing the task to continuously provide services to the community. The following picture shows the theoretical framework:
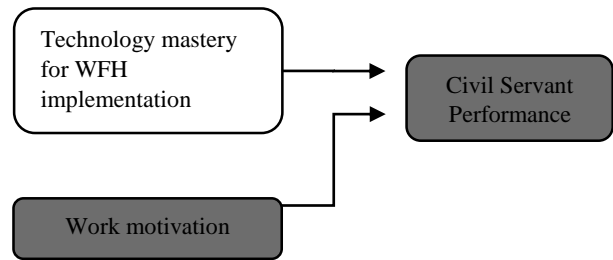

Figure 1. Framework of Thinking

2. RESEARCH METHODOLOGY

Research Methods

This research uses a quantitative approach since this research is presented in numbers. Quantitative research is an approach that is widely demanded to start using numbers from data collection, data interpretation and result presentation [20].

Population and Research Samples

The population in this research is all the Indonesian local government civil servants who are implementing WFH due to the COVID-19 pandemic. The sample used

in this study was the regional government civil servants who carried out WFH results of the COVID-19 pandemic at the study site.

Data Collection Technique

The data used by the author in this study are primary data, that is data obtained directly from original sources and not through intermediaries [21]. In this study, the primary data were obtained from the results of a questionnaire given by researchers to the local government civil servants that became the study sample. The questionnaire used is a replication and development of previous studies that have been adapted to the conditions with the research theme based.

This study uses the Likert scale as a scale. According to the research of [22], the Likert scale is used to measure a person or a group of people's attitudes, opinions and opinions on social phenomena. In this research, social phenomena have been specifically determined by researchers, and are referred to as research variables hereinafter. Use the Likert scale to convert the variables to be measured into indicator variables. Then, use the indicator as a starting point for the preparation of tool projects (which may be statements or questions). The Likert scale is used in the answers to each instrument. Its level ranges from positive to negative, and can be in the form of words, namely:

1. Strongly agree   : Skor 5
2. Agree   : Skor 4
3. Doubtful   : Skor 3
4. Disagree   : Skor 2
5. Strongly Disagree   : Skor 1

Table 2. Operational Variables and Research Indicators

Variables	Dimension	Indicators
Technology Mastery (X1) Sumaatmadja (2005)	1. Mastery	1. Proficiency in operating computers and equipment for WFH 2. Proficiency and familiarity in operating internet 3. Proficiency in operating applications used for the implementation of Work from Home (WFH)
	2. Productivity	4. Utilization of technology as an effort to simplify the bureaucracy
	3. Result Standard	5. Effective utilization of technology during Work from Home (WFH) 6. Can save work results regularly and easily accessible 7. Data archiving system is collected in computer data 8. Can utilize the existing database
Motivation (X2) Sitorus (2009)	Responsibility	1. Have a high level of responsibility in completing work
	1. Work spirit	2. Have a passion of work
	2. Self-actualization	3. Wiling to achieve maximum work performance
Local Government Civil servant Performance (Y) Robbins (2006)	1. Quality	1. Ability 2. Skill 3. Work result
	2. Quantity	4. Quantity of work targeted
	3. On time	5. Time at work 6. Achievement of completion targets
	4. Effectiveness	7. Effectiveness and efficiency in doing work 8. The level of cooperation among sections with WFH conditions
	5. Independence	9. Level of independence in completing work during WFH

Data Analysis Technique

The data in this study was analyzed using structural equation modeling (SEM) analysis based on variance, namely partial least squares (PLS).

3. RESULTS OF ANALYSIS AND DISCUSSION

Demographic Data of Respondents

Demographics of respondents from Local Governments civil servants participating in this study are presented as follows:

Tabel 4. Outer Loadings

	Technology Mastery (X1)	Work Motivation (X2)	Civil Servant Performance (Y)
Mastery	0.934		
Productivity	0.963		
Result Standard	0.951		
Responsibility		0.889	
Work Spirit		0.867	
Self Actualization		0.776	
Quality			0.907
Quantity			0.936
Punctuality			0.930
Effectiveness			0.881
Independence			0.850

Figure 3. Output outer loadings

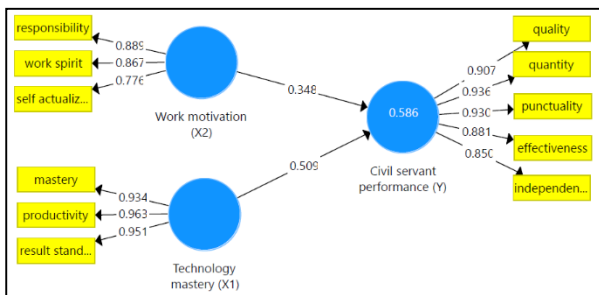If the associated loading value is greater than 0.5, it can be said to satisfy the validity of convergence. The output shows that the value given by the loading factor is> 0.5. Therefore, the indicators used in this study have reached convergence validity [23].

Table 5. Output cross loadings

	Technology Mastery (X1)	Work Motivation (X2)	Civil Servant Performance (Y)
Mastery	**0.934**	0.498	0.597
Productivity	**0.963**	0.550	0.675
Result Standard	**0.951**	0.600	0.741
Responsibility	0.564	**0.889**	0.697
Work Spirit	0.448	**0.867**	0.475
Self Actualization	0.437	**0.776**	0.375
Quality	0.772	0.641	**0.907**
Quantity	0.635	0.505	**0.936**
Punctuality	0.634	0.640	**0.930**
Effectiveness	0.576	0.553	**0.881**
Independence	0.557	0.546	**0.850**

Discriminant validity occurred when the indicator has the highest loading factor value relative to the expected configuration and the highest loading factor value relative to other configurations, the indicator is declared valid. Table 5 shows that compared with the load factor values of other structures, the load factor value of each index has the highest value for the expected structure. Therefore, the indicators used in this study have reached discriminative validity.

Table 6. Output Construct Reliability

	Cronbach's alpha	*Composite reliability*
Technology Mastery	0.946	0.965
Work Motivation	0.809	0.882
Civil Servant Performance	0.942	0.956

Reliability occurred when the composite reliability value is greater than 0.7 and Cronbach's alpha value is greater than 0,7 it indicates that the latent variable has good reliability [23]. Table 4.3 shows that all latent variables used in this study have Cronbach's Alpha and Composite Reliability values > 0.7. Therefore, it is said that all latent variables are reliable.

Structural Model (Inner Model) Evaluation

Inner model of PLS measured through coefficient determination and significant test.

Figure 4. Output R-square test

Coefficient determination could be seen through R-squared value, it is used to measure the variability level of the independent variable on the dependent variable. The change in R-squared value (R^2) is used to evaluate the influence of certain independent variables on the dependent variable [23]. Output R^2 values using PLS that show in the Figure 4 are obtained as follows: R-square value of 0.586 shows that 58.6% of the performance of the Regional Government Civil Servants is influenced by technological mastery and work motivation. The remaining factors are affected by other variables not measured in this study.

Figure 5. Output Bootstrapping

The hypothesis testing using the SEM PLS method by performing the bootstrapping process to obtain the relationship between exogenous variables and endogenous variables. Figure 5 show T-table value with a confidence level of 95% (α is 5%) and degrees of freedom (df) = n-2 = 100-2 = 98 is 1,661. The hypothesis test for the relationship of each latent variable is as follows:

a. First Hypothesis

The statistical hypothesis to be tested is:

Ho : Technology mastery no obvious positive impact on performance of local government Civil Servants in the implementation of work from home as a result of the COVID-19 pandemic.

Ha : Technology mastery has a significant positive effect on performance of local government Civil Servants performing work at home due to the COVID-19 pandemic.

Test Criteria:

a) If t arithmetic <t table or significance value t percentage of tolerable errors (0.05), then Ho is accepted, which means that mastery of technology has no significant positive effect on the performance of Local Government Civil Servants.

b) If t arithmetic> t table or significance value t percentage of tolerable values (0.05), then Ho is rejected or Ha is accepted, which means that there is a significant positive effect on technology mastery directly on the performance of the Regional Government Civil Servants.

Based on the results of the significance test in table 4.4, the t statistic for the technology mastery variable (X1) against the ASN Local Government performance variable (Y) is 5.391 > t-table (1.661). The original sample estimate shows a positive value of 0.509, which indicates that the relationship between the technical mastery variable (X1) and the regional government civil servant performance variable (Y) is positive. Thus, the first hypothesis in the study was accepted. That is, in this study the latency variable technology mastery (X1) with its indicators has a positive effect on the latent variable of the performance of the Regional Government Civil Servants (Y) with its indicators significantly.

Thus, the first hypothesis in the study was accepted. That is, in this study the latency variable technology mastery (X1) with its indicators has a positive effect on the latent variable of the performance of the Regional Government's ASN (Y) with its indicators significantly.

b. Second Hypothesis

The statistical hypothesis to be tested is:

Ho : Work motivation did not have a significant positive effect on the performance of the Regional Government Civil Servants on the implementation of work from home as a result of the COVID-19 pandemic.

Ha : Work motivation has a significant positive effect on the performance of Local Government Civil Servants on the implementation of work from home as a impact of the COVID-19 pandemic.

Testing Criteria:

a) If t arithmetic <t table or significance value t percentage of errors that are tolerated (0.05), then Ho is accepted, which means that work motivation does not have a significant positive effect on Regional Government Civil Servant performance.

b) If t arithmetic> t table or significance value t percentage of tolerable value (0.05), reject Ho or accept Ha, which means that work motivation has a significant positive impact on the performance of local government civil servants.

Based on the results of the significance test in table 4.4, the t statistic for work motivation variable (X2) on Local Government Civil Servant performance variable (Y) is 4.716 > t-table (1.661). The original sample estimate shows a positive value of 0.348, which indicates that the relationship between the work motivation variable (X2) and the regional government civil servant performance variable (Y) is positive. Therefore, the second hypothesis in the study was accepted. In other words, in this study, the latent variables of work motivation (X2) and its indicators have a positive impact on the latent variables of the performance of regional government civil servants (Y) with indicators.

4. CONCLUSION

This study aims to find out the impact of technical mastery and work motivation on the performance of regional government civil servants, which is the impact on the COVID-19 pandemic. The variable of technological mastery in this study uses indicators of proficiency, productivity and outcome standards. Motivational variable in this study uses indicators of responsibility, morale and self-actualization. The variable of Local Government Civil Servant performance as the dependent variable in this study uses indicators of quality, quantity, on time, effectiveness and independence.

The results of the study of the influence of technology mastery and the impact of the COVID-19 pandemic on the work motivation of local government civil servants to perform work performance at home indicates the following points:

a. The impact of technical proficiency on the COVID-19 pandemic has a positive and important impact on the performance of local government civil servants working at home.

b. Work motivation has a positive and significant effect on the performance variable of the Regional Government Civil Servants on the implementation of work from home as a impact of the COVID-19 pandemic.

According to the research results, the authors provide the following advice:

a. There is a need to increase in education and training for Regional Government Civil Servants, especially in terms of mastery of technology, so that their performance will improve.

b. Efforts to continually maintain the work motivation of the Regional Government Civil Servants need to be carried out on sustainability basis, especially when there is implementation of work from home where it has a number of logical consequences related to work disruption at home and other things that can affect the work motivation of the Regional Government Civil Servants.

Future studies can use large samples and other variables outside of the study such as gender, age and regional origin.

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