

UDC 332

ANALYSIS OF FACTORS AFFECTING THE PRODUCTIVITY OF FORMAL WORKERS WHO WORK REMOTELY IN THE SERVICE SECTOR IN DENPASAR CITY

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ABSTRACT

The COVID-19 pandemic has impacted various life challenges, one of which is employment. One of the many policies that have emerged as a result of the pandemic is the Work From Home (WFH) or remote working policy. The sector most affected by the WFH policy is the Services Sector. There is no adequate information showing the productivity of the service sector, so this study aims to (1) analyze simultaneously, the influence of superior leadership, organizational support, and work environment on the productivity of formal service sector workers who carry out WFH in Denpasar City, (2) analyze the partial effect of superior leadership, organizational support, and work environment on the productivity of service sector formal workers who perform WFH in Denpasar City, and (3) Analyze the factors that have the strongest/dominant influence on the productivity of formal service sector workers who perform WFH in Denpasar City. This research is quantitative research with a sample of 100 formal service sector workers who have worked in WFH in Denpasar City. The data were analyzed using descriptive statistics, F test statistics and technical analysis of SEM-PLS. The results of the study indicate that (1) There is a simultaneous influence of superior leadership, organizational support, and work environment on the productivity of formal service sector workers who perform WFH in Denpasar City; (2) the leadership factor of superiors and organizational support factors do not partially affect the productivity of formal services sector workers who carry out WFH, and work environment factors have a significant effect partially; (3) The WFH work environment has the strongest/dominant effect on the productivity of formal service sector workers who carry out WFH in Denpasar City.

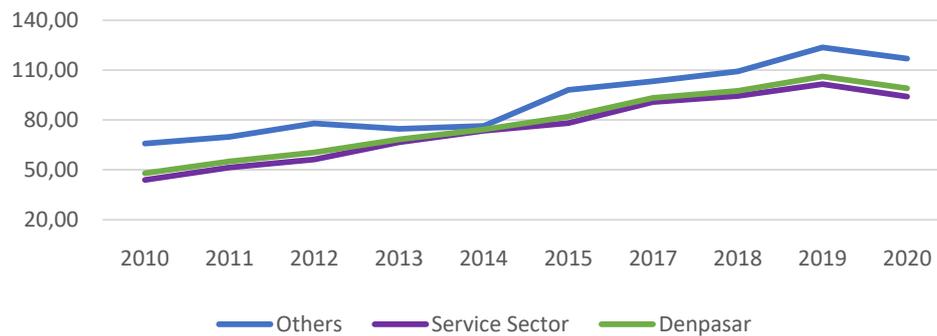
KEY WORDS

Work from Home (WFH), productivity, leadership, organisational support, environment during WFH.

The global economy is rolling beyond expectations during the Coronavirus Disease 2019 (COVID-19) pandemic. The hope for a year full of optimism, in the second half of the year immediately became a desire to just get through it. The continued impact of the pandemic has begun to be felt since a new chapter towards the end of 2020. The governance of each country that is revealed in various policies related to the pandemic of course adapts to existing conditions, but the differences in the world community both in terms of culture, education and social dynamics have resulted in policy outcomes varying in terms of effectiveness. In addition to production problems, the economy is also faced with weakening consumption. In early 2020, Indonesia began to open the doors to trade in goods wider through export and import channels as well as service transactions through tourism development. This is shown by the massive infrastructure development to support these two sectors.

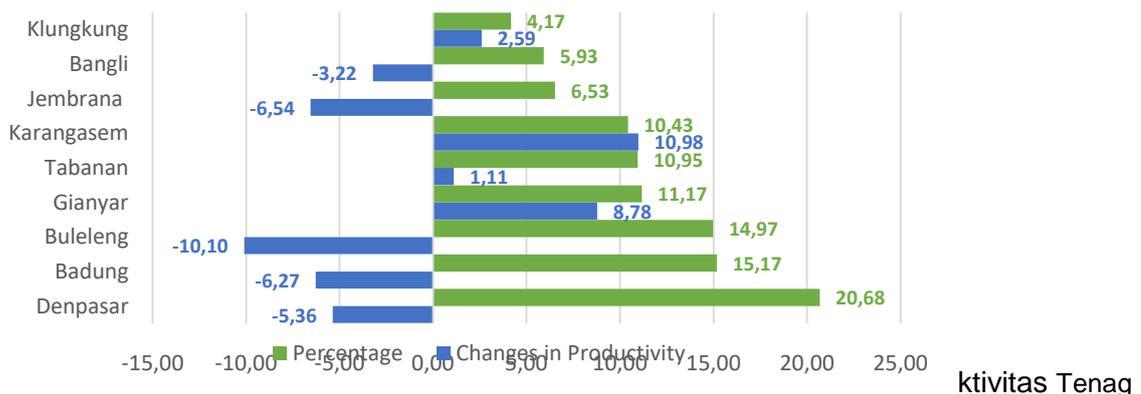
Bali is one of the areas most affected by the pandemic in Indonesia. Bali's economy has become too comfortable with the wonders of tourism growth that began in the 1980s. Therefore, when the ban on travelling or carrying out tourist activities was rolled out, the economic structure of Bali seemed to have lost one of its foundations. This is reflected in the economic growth of Bali which recorded the highest decline compared to other provinces during 2020. According to the Central Statistics Agency (BPS), Bali's economy recorded a contraction of up to -9.53 percent. Measured by the magnitude of its growth, the impact of the pandemic was also recorded to be stronger than the effects of the Bali Bombings I and II.

The impact of the COVID-19 pandemic has also occurred in Denpasar City, where most of the economic contributors are the service sector. 74.47 percent of Denpasar's GRDP is supported by the service sector while the primary sector contributes 7.06 percent and the secondary sector contributes 18.48 percent. The decline in the performance of the service sector, especially those related to tourism, caused the Denpasar City economy to grow negatively by 9.42 percent. This growth was recorded as the second-lowest after Badung Regency which reached a negative 16.52 percent. The negative economic growth of Denpasar City also has an impact on labour productivity in 2020. Productivity according to GRDP The current prices in 2020 were recorded at 98.94 million Rupiah. This year, the productivity of the service sector declined, which was higher than that of the non-service sector. Labour productivity in the service sector decreased from 101.6 million Rupiah to 93.99 million Rupiah. This decline was recorded as higher than non-service productivity which decreased from 123.66 million Rupiah to 116.90 million Rupiah.



Grafik 1 Produktivitas Tenaga Kerja Menurut PDRB Harga Berlaku Kota Denpas
Graph 1 – Labor Productivity According to GRDP Denpasar City Current Prices 2010 - 2020

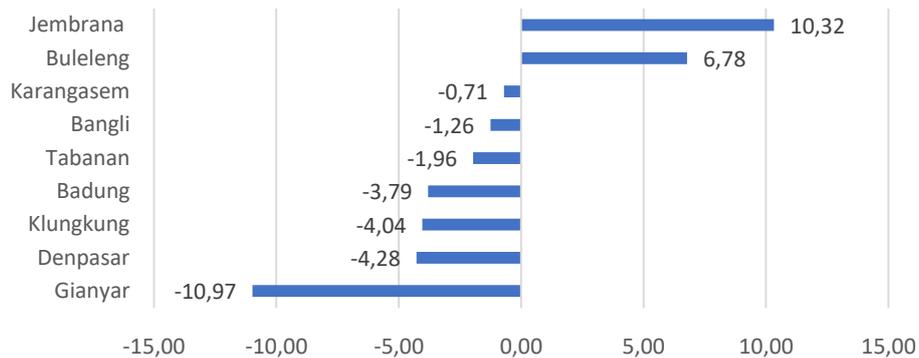
Compared to other areas in Bali, the decline in productivity in Denpasar City was not the highest in Bali. The highest decline in productivity in the service sector in Bali occurred in Buleleng Regency, which decreased by 10.10 percent, while in Denpasar City, productivity decreased only to 5.36 percent. This percentage is recorded to be more balanced with Badung which decreased by 6.27 percent.



Graph 2 – Growth of Service Sector Workforce Productivity and Proportion of Service Sector Workforce to Total Provincial Service Sector Workforce by Regency/City in Bali in 2020

This decline in productivity should be a concern related to the concentration of labour in the service sector in Bali. Three regencies/cities with the proportion of total service sector workers reaching more than 50 percent of Bali recorded the highest decline in growth.

Denpasar City with a decrease of up to 5.36 percent is an area with a contribution of service sector workers which reached 20.68 percent. Another proportion of labour contributors to the service sector are Badung and Buleleng which reached 15.17 percent and 14.97 percent, respectively. This problem certainly cannot be separated from changes in the number of the workforce in the service sector. The decline in productivity in Denpasar City is also inseparable from the decline in the use of labour in this sector. The number of workers working in the service sector in Denpasar City was recorded to have decreased by 4.28 percent while the highest decline was recorded in Denpasar City which reached 10.97 percent.



Graph 3 – Growth of Workforce Working in Regency/City Service Sector in Bali in 2020

This decline indicates that in general the impact of the weakening economy due to the COVID-19 pandemic in terms of employment is more pronounced in the services group compared to the non-service sector. On the other hand, the decline in productivity was also followed by an increase in the unemployment rate. The Open Unemployment Rate in Denpasar City increased from 2.29 percent in 2019 to 7.62 percent in 2020 with the number of unemployed reaching 41.33 thousand people. This figure places Denpasar City as the area with the highest number and rate of open unemployment in Bali. These three indicators, namely the decline in productivity and the number of workers, the proportion of workers in the service sector of Denpasar City to Bali and the distribution of GRDP from the service sector, show that in general Denpasar City is the area most affected by the COVID-19 pandemic. Another factor that contributed to the decline in productivity apart from the decline in economic activity was due to restrictions on mobility and interaction during the period of handling the spread of COVID-19. Restrictions are not only related to gathering or gathering activities but are also applied in the workplace. This is inseparable from the demographic conditions of Denpasar City as the area with the highest and most populous population in Bali Province.

Of course, various things must be carried out related to the efficiency of business processes in the business/company. One of the strategies implemented to get around this is by implementing a teleworking or Work from Home (WFH) model. The concept of working from home (WFH) is expected to reduce direct interactions between individuals to suppress the spread of the COVID-19 virus. On the other hand, the Balinese economy, which is almost a quarter of which is concentrated in the tourism service industry, is certainly an obstacle to the implementation of the WFH work scheme. The tourism service industry that relies on hospitality as a product offered will find it difficult to run optimally without direct interaction with consumers. A possible middle ground that can be taken is to see how far the current teleworking or WFH mechanism can be applied by minimizing externalities on labour productivity. Knowing the potential for sustainably implementing the WFH scheme can also be the first step to seeing the new economic prospects available from the workforce perspective. Workers who are adaptive to this work model are, of course, workers who master basic skills in mastering information technology.

Aropah (2020) found that during the implementation of the teleworking model, the role of leadership affects employee performance. On the other hand, it was also found about the influence of the work environment or work environment on employee performance. Of the three groups of variables used in the study, only organizational support or institutional support was not significant in the study. The study of the role of leadership is the most important concern because it involves the culture of the workplace, inspiration, motivation and individual ability to adapt to changing work patterns, especially after entering the digital era and the COVID-19 pandemic.

On the other hand, the implementation of WFH is often not considered optimal. This is of course directly related to the work culture in each organization as well as related to the culture of each worker related to their area of origin. Valmohammadi (2012) in his research shows that the role of organizational support is significantly related to performance during the implementation of teleworking. The discussion on the effect of the work environment on employee performance during WFH was conducted by Ng (2016) who showed that factors such as workspace, equipment and facilities for work greatly affect the consistency of performance during WFH.

Understanding what factors affect productivity while working from home today can be a study worth considering. By taking into account the elements that affect productivity during WFH, an overview of the efforts required if WFH implementation will run sustainably will be obtained. From the company side, this is certainly related to many things such as commitments and regulations from the government, and the occurrence of collaboration platforms and companies. On the other hand, in terms of the workforce, attention to the implementation of WFH will be related to incentives and effective working hours patterns. This study aims to: 1) analyze simultaneously the influence of superior leadership or leadership, organizational support or organizational support, and work environment on the productivity of formal workers in the service sector who perform WFH in Denpasar City; 2) Partially analyze the influence of superior leadership or leadership, organizational support or work environment or work environment on the productivity of formal workers in the service sector who perform WFH in Denpasar City; and 3) Analyzing the variables that have the strongest/dominant effect on the productivity of formal service sector workers who carry out WFH in Denpasar City.

METHODS OF RESEARCH

This research was conducted in Denpasar City. The city of Denpasar was chosen because the results of SAKERNAS Denpasar City in 2020 had the highest percentage in the application of WFH which reached 17.46 percent. The population of this research is all formal workers in the service sector who perform WFH in Denpasar City. This study used a sample of 100 respondents who were selected through the non-probability sampling method. The types of data used in this research are quantitative and qualitative data. The methods used to collect data in this study were observation, structured interviews, and in-depth interviews. The data analysis technique used in this study used a simultaneous effect test using the SPSS application and the structural equation model (SEM) with the partial least square (PLS) technique using the SmartPLS application.

RESULTS AND DISCUSSION

Characteristics of Respondents

Respondents in this study were all formal service sector workers domiciled in Denpasar City (the WFH workplace was in Denpasar City). The detailed characteristics of respondents based on Gender, Age, Education, and Type of Work can be seen in Figures 1, Figure 2, and Figure 3. It can be seen in Figure 1, that more than half of the respondents are women, which is 53 percent.

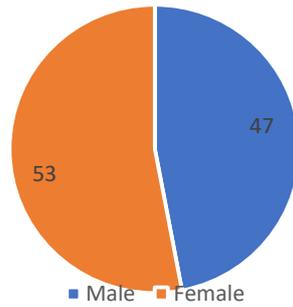


Figure 1 – Respondent Characteristic Distribution by Sex (Source: Primary Data Processed, 2022)

Based on Figure 2, it can be seen the distribution of respondents according to the age of the respondents. Most of the respondents in this study were aged 25 to 39 years. This can be an early indication that most of the respondents are workers of productive age.

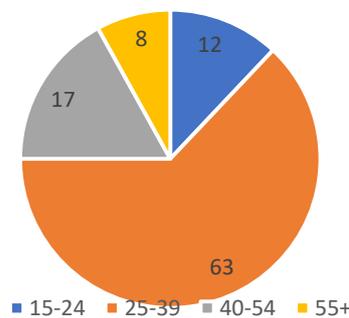


Figure 2 – Respondent Characteristics Distribution by Age (Source: Primary Data Processed, 2022)

Figure 3 shows the distribution of respondents based on their last education. In this study, most of the respondents were DIV/S1 graduates, which was 67 percent of the total respondents. There are a small number of respondents who have a doctoral degree at the end of the day, as much as 2 percent. A high education can also reflect a person's ability to work and follow the WFH work system.

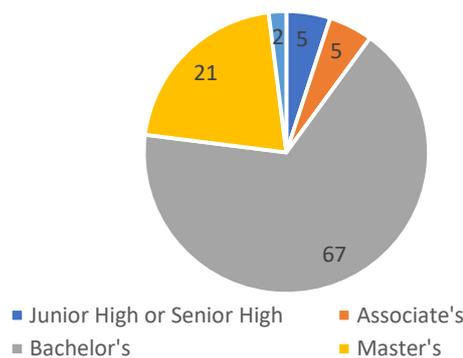


Figure 3 – Respondent Characteristics Distribution by Education (Source: Primary Data Processed, 2022)

In terms of occupation, it can be seen in Figure 4, that respondents are dominated by civil servants (non-teachers and non-health workers), followed by private employees (non-teachers and non-health workers) and teachers/employees at 25% each. This has been proportioned based on WFH conditions in Denpasar City.

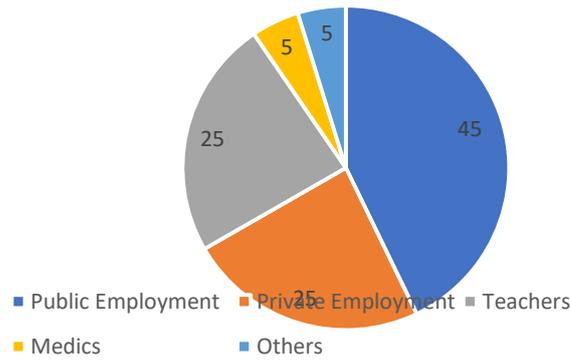


Figure 4 – Respondent Characteristics Distribution by Employment (Source: Primary Data Processed, 2022)

Figures 1 to 4 show the composition of respondents based on several groups of characteristics. The composition of respondents based on gender is almost evenly distributed, where there are 5 more male respondents than female respondents, out of a total of 100 respondents. Based on age characteristics, most of the respondents are aged 25-39 years, this age group is classified as a young productive age who in addition to being ready to work, usually also follows IT developments, which is one of the tendencies of WFH actors. In this study, the majority of respondents had a DIV/S1 last education, which was 67% of the total respondents. A high education can also reflect a person's ability to work and follow the WFH work system. In terms of expenditure, most of the respondents have expenditures ranging from 3 million to less than 6 million rupiahs.

Structural Model Evaluation

The structural model in PLS needs to be evaluated using R-Square for the dependent variable and its significance value based on the t-values on each path. The structural model of this research can be seen in the Figure below.

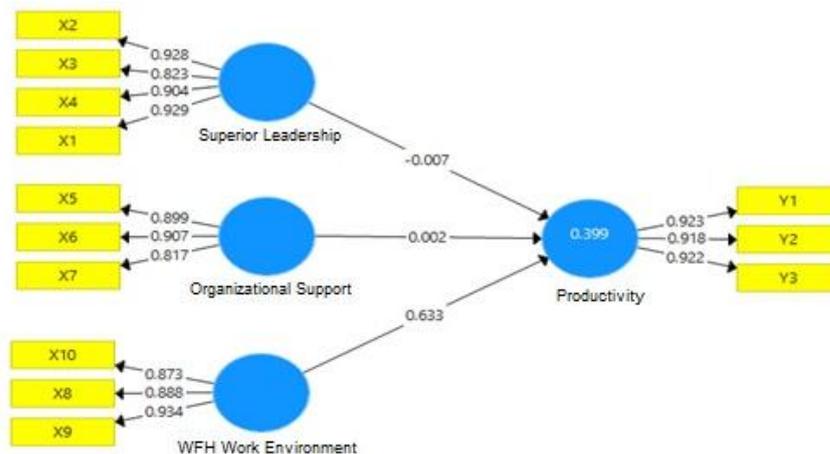


Figure 5 – Full Model Relationship of Superior Leadership Variables, Organizational Support and WFH Work Environment on Productivity of WFH Service Sector Formal Workers

Test Outer Model

The Outer Model Test consists of the Outer Loading Test and the Cross Loading variable. The Outer Loading test is useful for testing whether all indicators can explain the latent variables or constructs to be formed, before proceeding to the next analysis. The Cross Loading test is useful for testing whether an indicator is indeed valid and has the largest loading factor value for the intended construct compared to other constructs.

Table 1, it can be seen the results of the Outer Loading test of each indicator on the construct. It can be seen from the T value. The statistic is greater than 1.96 and the P-value is less than 0.05, all indicators can explain the construct.

Table 1 – Outer Loading Construct Indicators of Productivity Determinants of Formal Workers in the Service Sector Conducting WFH

Variable Relationship	Original Sample	Standard Deviation	T. Statistics	P-Value
X _{1.1} <- X ₁	0.929	0.896	5.956	0.000
X _{1.2} <- X ₁	0.928	0.152	6.124	0.000
X _{1.3} <- X ₁	0.823	0.144	5.736	0.000
X _{1.4} <- X ₁	0.904	0.154	5.873	0.000
X _{2.1} <- X ₂	0.899	0.208	4.314	0.000
X _{2.2} <- X ₂	0.907	0.192	4.716	0.000
X _{2.3} <- X ₂	0.817	0.213	3.839	0.000
X _{3.1} <- X ₃	0.888	0.038	23.516	0.000
X _{3.2} <- X ₃	0.934	0.015	60.352	0.000
X _{3.3} <- X ₃	0.873	0.060	14.531	0.000
Y _{1.1} <- Y ₁	0.923	0.019	48.252	0.000
Y _{1.2} <- Y ₁	0.918	0.018	50.767	0.000
Y _{1.3} <- Y ₁	0.922	0.023	39.583	0.000

Source: Primary Data (processed).

The convergent validity of the measurement model that has reflective indicators can be assessed from the loading factor (i.e., the correlation between item score/component score and construct score) and the indicators that measure the construct. Based on Table 2, it can be seen that all valid indicators form the construct or variable because it has a loading factor above 0.6 to the intended construct.

Table 2 – Cross loading Construct Indicators of Productivity Determinants of Formal Workers in the Service Sector Conducting WFH

n/n	X ₁	X ₂	X ₃	Y ₁
X _{1.1}	0,929	0,299	0,273	0,208
X _{1.2}	0,928	0,412	0,315	0,202
X _{1.3}	0,823	0,368	0,316	0,117
X _{1.4}	0,904	0,298	0,242	0,139
X _{2.1}	0,326	0,899	0,303	0,243
X _{2.2}	0,31	0,907	0,307	0,176
X _{2.3}	0,359	0,817	0,419	0,223
X _{3.1}	0,245	0,417	0,888	0,518
X _{3.2}	0,295	0,374	0,934	0,613
X _{3.3}	0,311	0,278	0,873	0,566
Y _{1.1}	0,212	0,282	0,648	0,923
Y _{1.2}	0,092	0,144	0,549	0,918
Y _{1.3}	0,229	0,254	0,535	0,922

Source: Primary Data (processed).

Validity and Reliability Test

Based on Table 3, it can be seen that discriminant validity has been fulfilled well because the indicator has a higher cross-loading on the construct compared to other constructs. For example, the X1.1 indicator has a cross-loading of 0.929 in the superior leadership construct (X1), while in other constructs the indicator has a cross-loading smaller than that value. Another example, the cross-loading value of the X2.1 indicator is 0.899 on the organizational support construct (X2), where this value is greater than the cross-loading of other constructs.

The feasibility of the constructs made can also be seen from the discriminant validity (DV) through the Average Variance Extracted (AVE), composite reliability, and Cronbach Alpha. The results of data processing are presented in Table 3. Cronbach Alpha measures the lower limit of the reliability value of a construct, whereas Composite Reliability measures

the actual value of the reliability of a construct (Chin and Gopal in Salisbury et al, 2002). Role of thumb the Cronbach Alpha or Composite Reliability value must be greater than 0.7, but if the results obtained are close to 0.7 (such as 0.6), then it is still acceptable in exploratory studies (Hair et al, 2006). The construct reliability test results obtained in this study are that each construct has a value greater than 0.60 for the Cronbach Alpha and Composite Reliability values, so it can be said that the gauge used in this study is reliable. In addition, it can also be seen that the three variables have an AVE value above 0.5 and the AVE root is higher than the correlation variable, so it can be said that all variables are valid according to the discriminant validity test criteria with the AVE root.

Table 3 – Rho Alpha, Composite Reliability, and Average Variance Extracted (AVE) Determinant Constructs of Productivity of Formal Workers in the Service Sector Doing WFH

Constructs	Cronbach Alpha	Composite Reliability	Average Variance Extracted
Superior Leadership (X ₁)	0.847	0.908	0.767
Organizational Support (X ₂)	0.920	0.943	0.805
WFH Work Environment (X ₃)	0.881	0.926	0.808
Productivity of WFH Formal Service Sector Workers (Y ₁)	0.911	0.944	0.848

Source: Primary Data (processed), 2022.

Inner Model Test

Table 4 shows an R-Square value of 0.399 which means that the variability of productivity of formal workers in the service sector who performs WFH can be explained by the variables of superior leadership, organizational support, and WFH work environment of 39.9 percent.

Table 4 – The R Square Value of the Determinant Construct of Formal Worker Productivity in the Service Sector Doing WFH

Variable	R-Square
Productivity (Y ₁)	0.399

Source: Primary Data (processed), 2022.

Simultaneous Effect Test

From the results of the analysis using the SPSS application in Table 5, the resulting f-statistics is 20,294. When compared with the F table with degree of freedom (DOF) f(96.3), it can be concluded that the influence of the three constructs simultaneously significantly affects the Productivity of Formal Workers in the WFH Service Sector. Based on the results of simultaneous analysis, testing is carried out to the next stage, namely testing the direct effect of the partial construct.

Table 5 – The Simultaneous Influence of Superior Leadership Constructs, Organizational Support, and WFH Work Environment on Productivity of WFH Formal Service Sector Workers

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.312	3	13.437	20.294	.000 ^b
	Residual	63.566	96	.662		
	Total	103.879	99			

a. Dependent Variable: Y1

b. Predictors: (Constant), X3, X1, X2

Source: Primary Data (processed), 2022.

Partial Effect Test

To find out the direct influence between variables can be seen from the results of the analysis of the path coefficients values as shown in Table 6.

Table 6 – Direct Interconstruct Effects of Superior Leadership, Organizational Support, and WFH Work Environment on Productivity of WFH Formal Service Sector Workers

Variable Relationship	Original Sample	Standard Deviation	T. Statistics	P. Value	Information
$X_1 \rightarrow Y_1$	0.002	0.119	0.019	0.985	Non-sign.
$X_2 \rightarrow Y_1$	-0.007	0.108	0.063	0.950	Non-sign.
$X_3 \rightarrow Y_1$	0.633	0.067	9.445	0.000	Sign.

Source: Primary Data (processed), 2022.

Based on Table 6, it can be explained that only the WFH work environment variable (X3) has a significant effect, while the superior leadership variable (X1) and organizational support (X2) are not significant at the five percent significance level. The WFH work environment variable (X3) has a significant effect on the productivity of formal service sector workers who are WFH (Y1) with a path coefficient value of 0.633 and a p-value of 0.000. The path coefficient value shows a positive number which means that there is a positive influence from the WFH work environment (X3) on the productivity of formal service sector workers who are WFH (Y1). Thus, it can be interpreted that the better the WFH work environment, the higher the productivity of formal service sector workers who are WFH. The variables of superior leadership (X1) and organizational support (X2) have no significant effect on the productivity of formal service sector workers who are WFH (Y1) with path coefficient values of 0.002 and -0.007 respectively and p-values of 0.985 and 0.950. Thus, it can be interpreted that the two variables partially do not significantly affect the productivity of formal service sector workers who are WFH (Y1).

DISCUSSION OF RESULTS

The results of data processing and analysis using the SEM-PLS model in this study showed that there was no relationship between the role of leadership factors and employee productivity during WFH. These results are generally different from those obtained by several researchers regarding the effect of leadership on productivity during WFH. On the other hand, according to Wojack (2021), the role of leadership or leadership in some conditions does tend to not affect the productivity of workers who work not from the office (teleworking).

The leadership model that tends to not affect productivity is a detailed arrangement of the time of day that employees use to work on a WFH basis. On the other hand, leadership or management models that only target the number of days a person has to work from the office are more likely to increase employee productivity during WFH. Another study on the insignificant impact of leadership or leadership on employee productivity during WFH was also written by Parker, Knight and Keller in 2020. In their research, they found that managerial roles tend to be insignificant in maintaining or improving employee performance during WFH because leaders do not have trust. self-sufficient in managing the company's performance as long as some employees work by not coming to the office.

The leadership or managerial role that is deemed not too influential on employee performance while working outside the office cannot be separated from the structure or hierarchy of the company. Contreras, Baykal and Abid show that traditional forms of leadership tend to hinder the formation of a trusting relationship between superiors and subordinates, especially those who work from home. According to them, one way to increase the role of leadership in supporting employee productivity while implementing WFH is to develop e-leadership. E-leadership is related to a leadership model that develops simplification of the decision-making hierarchy and promotes strong and trusting relationships even with little face to face. Companies tend not to be able to maintain the productivity level of their employees if they still prioritize traditional management models. The e-leadership model, on the other hand, cannot be applied in a short time but is carried out in stages.

To support the results of the analysis, an in-depth study was conducted on several respondents who had become the sample. The literature review related to the insignificant influence of leadership or leadership on productivity during WFH is in line with the results of

an in-depth study conducted after data processing. The results of the in-depth study show that the role of leaders in driving productivity during WFH tends to be very small for several reasons.

Krisnandita, a functional official at a non-Ministerial Government Institution when interviewed in Denpasar on January 13, 2022, said as follows: *“The supervisor/leader does not fully support the WFH program. Sometimes when I am WFH, I am asked to go to the office for activities that were not previously planned. The office seems to be forced to implement WFH just because of the policy PPKM.”*

Another opinion by Bhagawintara as a Key Informant, a private employee when interviewed in Denpasar on January 13, 2022, said as follows: *“The suddenness of WFH's policy caused things to not be prepared properly. Leaders often work still like we are in the office, so the model of division of tasks, evaluation and coordination does not even help us in working using the WFH system.”*

One of the reasons that most often arise is because the implementation of the work schedule scheme between WFH/WFO tends to be part of a reaction to widely applicable policies, for example, the announcement of Large-Scale Social Restrictions (PSBB) in 2020 and the Enforcement of Restrictions on Community Activities (PPKM) from the first semester, second in 2021. Leaders or managers are also considered not to maintain consistency in the implementation of the agreed WFH/WFO scheme so they tend to disrupt the agreed schedule.

Based on the results of the study, it was found that there was no significant relationship between organizational support and the productivity of formal workers in the service sector who performed WFH. This finding is in line with research conducted by Aropah (2020). Aropah found that organizational support had no significant or negative effect on a person's productivity or performance at work. In his research, what might happen is that every worker in the sample has received optimal support regarding WFH from their respective organizations.

Kantra's opinion, a teacher when interviewed in Denpasar on January 14, 2022, said as follows: *“In my opinion, support from the organization is something that the organization must provide, in the same way, the work I do is also an obligation that I should give to the organization. The office often gives credit to teach online, but if I don't have credit, I use my own, that's okay.”*

Widya, a health worker when interviewed in Denpasar on January 14, 2022, said as follows: *“I work in the administration of the health center. The puskesmas gave me various facilities, I was given a credit replacement facility, was given training to use the zoom, but it didn't affect my work which I did at home.”*

Several in-depth studies have stated that it is true that the organization has provided optimal support to each individual who does WFH. In line with Aropah's research, the results of the in-depth study also found that the support did not have much impact on a person's productivity during WFH. One of the interesting findings is that the support provided does not have a direct relationship to the work someone does. For example in the case of health workers, who generally work on excel, zoom training for WFH meetings might help when there will be a meeting, but to complete work in excel, the training will not have a significant effect on increasing productivity.

Therefore, it requires a thorough understanding by the organization regarding the needs that are needed by a work related to the completion of his work. Organizations are expected to actively seek the needs of workers and then be given support so that it affects worker productivity.

Based on the results of research and data analysis, it was found that there is a significant relationship between the work environments when a WFH is the productivity of formal service sector workers who do WFH. Aropah (2020) stated that the WFH work environment is the main factor that can increase the productivity and performance of someone who does WFH. A special room that separates a busy area in the house from a relaxing area for the family can increase one's focus on work, which in turn can increase one's productivity.

Kantra's opinion, a teacher when interviewed in Denpasar on January 14, 2022, said as follows: *“By limiting space, I can focus on what I'm doing. The bright light and the air that stays awake make me feel as comfortable as when I was in the workspace. When I teach online, equipment such as a laptop, and teaching aids such as materials that are already available, keep me as productive as I was before WFH.”*

Ade Reiki's opinion, a professional staff, when interviewed in Denpasar on January 14, 2022, said as follows: *“My job as an accountant requires me to stay focused, by delimiting my workspace and other spaces I can avoid unwanted distractions. Providing a soundproofed room also helps me reduce street noise next door to my house.”*

Krisnandita, a functional official at a non-Ministerial Government Institution when interviewed in Denpasar on January 14, 2022, said as follows: *“I didn't get a laptop facility to take home from work, the laptop I had was not as sophisticated as the computer I use at the office. When I work at home using my personal laptop, I become slow at work. What I usually do in an hour can turn into 2 hours.”*

The opinions of respondents from in-depth interviews are in line with the results of previous studies. Various answers suggest that clear boundaries and working space conditions are needed to maintain focus in doing WFH. Clear room boundaries also allow a person to avoid distractions such as noise, small children's distractions, and other things that can reduce a person's productivity. The comfort and good lighting of the workspace can create a working atmosphere like in an office so that it can ensure someone is working productively. Equally important, the facilities that are usually done while working in the office must also be available at the workplace during WFH. This ensures that one can still perform as well as in the office. Incomplete work equipment can reduce a person's productivity for several reasons such as being unfamiliar with incomplete tools, reducing a person's efficiency at work, or even not being able to complete a job without the required tools.

CONCLUSION

Based on the results of research and discussion on the analysis of factors that affect the productivity of formal workers in the service sector who perform WFH (Work from Home) in Denpasar City, it can be concluded as follows: 1) With a confidence level of 95 percent, it can be concluded that there is a simultaneous influence of superior leadership, organizational support, and work environment on the productivity of formal service sector workers who carry out WFH in Denpasar City; 2) With a confidence level of 95 percent, there is a positive effect only from the work environment on the productivity of formal service sector workers who carry out WFH in Denpasar City; 3) Based on the results of the inter-construct influence test, the largest original sample value is the work environment construct. It can be concluded that the WFH work environment is a factor that has the highest positive effect on the productivity of formal service sector workers who carry out WFH in Denpasar City.

There are several things that the author can make suggestions as a follow-up to the research results, namely as follows: stakeholders, both government and companies or offices, are expected to pay more attention to the availability of an adequate WFH work environment in implementing regulations related to WFH. Companies or offices should communicate with workers so that the company or office can provide the support that workers need in completing their work. Companies and offices are expected to pay more attention to matters related to leadership in the team, the support provided during WFH, and the conditions of the work environment during WFH.

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