

The Effect of Health Protocol, Work from Home, Information Technology System, and Work Life Balance on Employees' Performance of Bank Indonesia Representative Office in East Java Province

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Abstract: This study is to prove and analyze the effect of health protocols, work from home and information technology systems on the work life balance and employee performance at the Bank Indonesia Representative Office in East Java Province. The method used in this study is quantitative and explanatory in nature, namely a study that highlights between variables and tests a hypothesis that has been formulated in the form of causality (influence) that examines the effect (determinant) of one or more independent variables on one or more dependent variables.

Keywords: health protocols, work from home, information technology system, work life balance, performance

INTRODUCTION

The covid-19 patients continues to experience a fairly significant increase now. The public has been advised to stay at home with the aim to stop the chain of spreading Covid-19. However, under certain conditions, there are people who still have to leave the house to carry out activities. Therefore, to remain safely under control, for activities outside the house, the Ministry of Health (Kemenkes) created a health protocol. The Ministry of Health creates a detailed health protocol through the Decree of the Minister of Health of the Republic of Indonesia No. HK.01.07/Menkes/382/2020 regarding the Health Protocol for the Community in Public Places and in the Prevention and Control of Corona Virus Disease 2019 (Covid-19).

The purpose of this health protocol is to provide guidelines for the community in carrying out life during the *new normal*. This era forcibly changes people's lifestyles to adapt to new habits so that people at the same time can

be productive and minimize the change of the transmission of Covid-19.

One of the mandatory health protocols is wearing a mask every time you leave the house, frequently washing your hands with soap and clean water, and keeping a distance of at least one meter from other people. In hope that the application of this new habit will bring a cleaner and healthier lifestyle that leads to strengthen the immune system. The health protocol is applied to anyone who is doing an activity or is in a public area. Therefore, the government issued an attitude of implementing *social distancing* to prevent transmission and recommending a policy where employees are required to apply both *working from home* and work from the office. The information is based on Article 86 paragraph (1) A in the Manpower Law No. 13 of 2013 which said, every worker/laborer has the right to obtain protection for occupational safety and health.

Working from home or what can be called work *from home* (WFH) has the same obliga-

tions and responsibilities as when doing work in the office. The implementation of WFH has challenges and obstacles that are difficult to do because not all sectors of work can be done at home. There are several factors that can affect the operation of WFH, for example, the unavailability of work equipment, lack of coordination, the emergence of “domestic” disturbances in the household, and others. Working from home also needs mental stability, being able to distinguish between work and home affairs, so a Work-Life Balance is needed.

Work-life balance is an individual’s capacity to balance the demands of work and individual or family needs. Therefore, individuals who have a high WLB level can be seen that the individual has succeeded in creating a balance between the demands of the targeted work and the lives of the individual himself or his family.

During the early pandemic, there are employees who feel they have failed because they cannot create a WLB atmosphere. Failure to create a balanced atmosphere between work and individual life can lead to decreased levels of health and impact on individual, family, or organizational performance.

The application of WFH has several advantages and disadvantages. The advantages are that WFH activities give a chance to more freely complete their work, no office hours, no need mobile costs which minimize gasoline costs, can reduce stress levels due to traffic jams while traveling, and can have a lot of free time.

The disadvantages of implementing WFH are the loss of motivation to work, additional costs for electricity and internet networks, unstable network when conducting face-to-face *online/video calls* or virtual meetings, unsupported environment.

Good employee performance will be achieved if employees feel comfortable working in an organization where distributed a balanced workload and supported a balanced individual life. Those are in line with the quality of increasing work and individual lives.

Currently, the use of information technology and telecommunications has been implemented for *home workers (teleworkers)* of the company. The development of technology is now very rapid, this development has provided many benefits in various dimensions.

Development is continuous, especially with information and communication technology which is supported by the technology. This development can help humans in completing various jobs that are a must for the survival of life. Not only that, but technological developments must also be followed by the development of human resources.

The development of information technology provides a faster and more accurate decision-making process. It does not need an exact place and time in carrying out the work. Its development is not only in years, months, or days but also hours, even minutes and seconds, especially with the advanced technology. The use of technology by humans in helping to complete work is a must in life. Technological developments should also be followed by developments in human resources.

The development of information technology can facilitate the acceleration and accuracy of decision-making. Information technology does not integrate with the place and time in carrying out the work.

Digital transformation also brings Bank Indonesia into *digital in everything*. Change in policies and institutions by building an *omni experience* using the latest technology (Big Data,

AI, IoT) as well as reliable and secure infrastructure with the aim of supporting the development of Indonesia, maintaining the authority of the central bank and welcoming digital civilization.

LITERATURE REVIEW

Health Protocol

Health protocols have been implemented in Indonesia since the Coronavirus pandemic at the end of 2019 to prevent the virus transmission from people to others. Health protocols are guidelines or procedures for activities carried out in order to ensure individuals and communities remain healthy and protected from certain diseases (Arifin, 2020).

In Indonesia, the Government makes health protocols, which are more often referred to as recommendations for complying 5M, which consist of (1) washing hands; namely the recommendation to wash hands with soap and clean water for 20 seconds a day, especially before cooking or eating, after using the bathroom, or after covering the nose when coughing or sneezing. In order to kill viruses and other germs. (2) Wear a mask; The World Health Organization (WHO) issued an appeal for everyone (whether healthy or sick) to always wear a mask when doing activities outside the house. (3) Maintain a distance; According to the Decree of the Indonesian Minister of Health, there are rules for maintaining a minimum distance of 1 meter from other people to avoid being exposed to droplets from people who talk, cough, or sneeze, as well as avoid crowds. (4) Stay away from crowds; According to the Indonesian Ministry of Health (Kemenkes), people are asked to stay away from crowds when outside their homes. Because often, when

you meet other people, the chances of getting infected with the corona virus will be higher. (5) Reduced mobility; the virus that causes corona can be anywhere. The more time you spend outdoors, the higher your exposure to the virus. Therefore, if there is no urgent need, it is better to stay at home.

Work from Home

With the implementation of the Health Protocol, many organizations make rules that employees must carry out *work from home* (WFH) (Mustajab, et al., 2020, Candraningrat, 2017). (Bloom et al., 2015) argue that treating employees with WFH creates two main problems. First, whether this can provide benefits for increasing productivity and profitability. Second, there is concern regarding a poor work-life balance (WLB) and the role of WFH to overcome this problem.

WFH has become a policy followed by many organizations and can be very beneficial for organizations. The implementation of WFH in Indonesia is strictly applied to minimize the spread of Covid-19. Therefore, there is a manager's decision to do WFH which is useful for maintaining employee productivity. WFH is ideal for informants who live far away so they can maintain productivity due to savings in transportation costs and time (de Vos, Meijers & Van Ham in Mustajab, et al. 2020).

The implementation of WFH will not reduce the performance but can actually improve it during the pandemic, as research results from Lilis Sulastri (2021) show that work from home has a direct and significant effect on employee motivation and performance, this shows that employees who apply WFH can produce high performance. Likewise, the results of her research *Ibriati Kartika Alimuddin (2021)* that the

implementation of work from home (WFH) can affect the employee's performance, this is in accordance with the results of her research.

Information Technology System

Systems that work done from home requires employees to understand a technology information as a means and media for communicating in carrying out their work, according to Sutabri, (2014) information technology is a technology for data processing, processing, compiling, storing, manipulating and collecting data in various ways to obtain quality results in the form of relevant, accurate information, timely for individual, business, and government needs and good strategy for decision making.

The use of information technology by employees can affect their performance, this is in accordance with the research results of Mukhammad Hilmi Muzakki et al. (2021), as well as the results of Hendra Gunawan et al. research (2016) stated that the use of information wireless technology and information technology has a significant effect on employee performance.

Work Life Balance

In addition to information technology, employees who do WFH do not rule out the possibility that it will affect the *work life balance* (WLB) related to working time, flexibility, welfare, family, and others. WLB is essential because if it is not achieved, it can result in low job satisfaction, affect level of happiness, *work life conflict*, and fatigue.

WLB includes the balance of work-free and individual life in the direction of increasing the quality of work and individual life (Fisher-McAuley, Stanton, Jolton, & Gavin, 2003. WLB is a condition of individuals who are able to

divide roles and feel the emergence of satisfaction in that role which is shown by the low level of *work family conflict* and high level of *work family facilitation* (Handayani, 2013)

According to research results Badrianto et al (2021) state that work life balance has a positive and significant effect on employee performance.

Performance

Performance according to Mangkunegara, (2015) is work results based on the quality and quantity of the employee achievements when carrying out tasks that are in accordance with the responsibilities.

According to Mahsun, (2006) and the results of his research, Wiandari and Darma, (2017), state that performance is a representation related to the level of achievement of concept of program to realize the goals, objectives, the existing mission and vision of the organization in incorporate strategic planning. So that performance can be interpreted as an activity carried out to complete the tasks and responsibilities given in order to achieve the goals that have been set (Mujanah, 2019).

RESEARCH METHOD

This research is explanatory, namely research that pays attention between variables and examines hypotheses in the form of causality (effect) which examines the influence (determinant) of one or more independent variables on one or more dependent variables. These independent variables are health protocol, *work from home*, *information technology system*, and *work life balance*, while the dependent variable is employee performance.

Population and Sample

The population in this study were all 100 employees of the Bank Indonesia Representative Office in East Java Province.

While the sampling in this study was the total population, namely all employees of the BI Representative Office of East Java Province who underwent *work from home*, and it turned out that 100 employees had alternately experienced WFH so all were taken as samples in this study.

Data Collection Techniques

The data sources used in this study are primary data sources, which were taken using a survey method through a questionnaire instrument which was filled in directly by the respondent through a Google form.

Data Analysis and Hypothesis Testing

Before the data was analyzed, a validity test was carried out by calculating the Pearson interrelation of each item score with a total score and the results were valid. Meanwhile, the reliability test using Chronbach's Alpha score > 0.60 and the test results of all variables showed a value above 0.60 or reliable.

Hypothesis testing was carried out with the SPSS software program (Solimun, 2013) along with the SmartPLS software Version 2.0.M3

ANALYSIS RESULTS

Based on the multiple linear regression results obtained from each variable in the study consisting of health protocols, *work from home* (WFH), information technology systems, and *work life balance* on employee performance is as shown in Table 1.

Table 1 shows the results of multiple analysis, thus followed to the regression equation:

$$Y = a + bX_1 + BX_2 + BX_3 + BX_4$$

Then it becomes:

$$Y = 2.545 + 0.194 + 0.185 + 0.801 + 0.833$$

Based on the above equation then a value is 2.545. indicates that without variable protocol health, *work from home* (WFH), information technology systems, and *work life balance*, the performance in getting amounted to 2,545 but if the health protocol is improved in the workplace, the employee's performance will increase by 0.194 although this is not high but

Table 1 Results of Multiple Regression Analysis Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-------------------------------|--------------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2545 | .240 | | 10 618 | .000 |
| | Health protocol | .194 | .052 | .355 | 3765 | .000 |
| | Work from home | .185 | .050 | .351 | 3708 | .000 |
| | Information technology system | .055 .825 14,444 .000 | | | | .801 |
| | Work life balance | .833 | .151 | .486 | 5.500 | .000 |

a. Dependent variable: employee performance

it can reduce the chance of virus transmission that employees have peace of mind at work.

The implementation of work from home also has an impact on employee performance and this can also increase their performance by 0.185, while technology systems such as the use of the Internet, online systems and other devices can increase performance by 0.801 and even this has the highest effect on increasing employee performance. And the highest is that work life balance can also improve employee performance. The higher the work life balance, the better employee performance will.

Hypothesis Testing

Table 1 also shows the results of hypothesis testing as follows:

The results of hypothesis testing indicate that the application of health protocols has a significant effect on employee performance at Bank Indonesia, East Java Province, this is in accordance with the results of the t test showing a number of 3.765 with a significant probability of 0.00. It means that the implementation of the health protocol at the BI office in East Java can improve employee performance.

The results of testing the second hypothesis which states that work from home has a significant effect on employee performance shows a t-test number of 3.708 and a significant probability of 0.00. This means that the implementation of WFH by employees can improve performance during the pandemic period like this because with WFH employees still being able to work at home without having to worry about the current Covid outbreak.

The results of testing the hypothesis of the influence of information technology systems on employee performance resulted in a t-test of 14.44 and a probability value of 0.00 indicating

that the third hypothesis in this study was accepted, so it can be stated that employees who have IT skills will have higher performance.

Testing the 4th hypothesis about the effect of work life balance on performance shows that the t-test value of 5.55 and a probability value of 0.00 indicates that the hypothesis is accepted, so it can be interpreted that if employees are faced with a work life balance situation, the employee will improve its performance.

The Discussion

The health protocol that was implemented turned out to be able to improve employee performance during the Covid-19 pandemic, this was evident from the results of testing the hypothesis that the health protocol had a positive effect on employee performance.

This means that the health protocol applied to employees at Bank Indonesia in the form of guidelines for activity procedures in order to ensure that individuals and communities remain healthy and protected from certain diseases (Arifin, 2020) has been successful, because it will affect the performance of Bank Indonesia employees in carrying out their duties in accordance with responsibility despite working with health protocols.

Work from home (WFH) has a positive and significant effect on employee performance at Bank Indonesia in East Java. The results were supported by Lilis Sulastri's research (2021) which states that work from home has a direct and significant effect on employee performance. Likewise, the results of the research by *Alimuddin* (2021) said, the application of work from home (WFH) to employees can affect their performance, and also the results of research by Suspahariati and Susilawati (2020)

stated that the application of *work from home* does not make employee performance experience a decrease in work quality although there is a slight negative impact from the implementation of WFH.

WFH at Bank Indonesia is a policy or an arrangement as the alternative where employees work from their own homes, for example, their homes are far from the main office, at least most of the work schedule is carried out at their homes by using the technology to interact with other members of the office. while doing the work (Bailey & Kurland (2002); Baruch, (2001); Feldman & Gainey (1997), during the covid pandemic it turned out that the WFH method had been successfully implemented, because it could improve the performance of Bank Indonesia employees in completing tasks in accordance with their responsibilities even though they *work from home*.

The results of this study indicate that the *information technology system* (X3), influence the employee's performance. it was supported by the research results of Mukhammad Hilmi Muzakki et al. (2021) which states that the use of Information Technology by employees could affect their performance, also another research results by Hendra Gunawan et al. (2016) which states that the use of information technology has a significant effect on employee performance.

The information technology system at Bank Indonesia is a technology for processing, obtaining, compiling, storing, and manipulating data in various ways to obtain qualified data information. Namely the relevant, accurate and timely information, for personal, business and government purposes. Strategic data is used as a basis for decision making that has been suc-

cessfully applied, thus making it comfortable for employees to work well.

Information technology system has an effect on performance employees of Bank Indonesia in East Java, this indicates that if there is an *information technology system* as a main support for employees to work, the employee's performance will increase. This is because facilities provided, IT, play a big role to work that must be done at home, it requires technology facilities that support employees in carrying out their work performance. Bank Indonesia employees who carry out their duties in accordance with their responsibilities because there are adequate *information technology system* facilities from Bank Indonesia.

Work life balance has a significant effect on the performance of Bank Indonesia employees, this shows that the *work life balance* owned by employees at Bank Indonesia can improve their performance. Work life balance is a condition where Bank Indonesia employees can apply situations and conditions at work while maintaining a balance between responsibilities in carrying out work and their roles in carrying out as members/heads of families, as well as activities outside of work, and it turns out that conditions like these can affect employee performance. It can be said that Bank Indonesia employees have succeeded during a certain period of time in balancing their lives from work and their private life.

The results of this study support the research results of Indawati and Witjaksono study in 2021 which stated that WLB has a significant effect on lecturer performance. Likewise, the results of the research by Badrianto et al (2021) stated that work life balance had a positive and significant effect on employee performance.

CONCLUSION

Based on the results of data analysis and monitoring, it can be concluded that the health protocol has a significant effect on employee performance, because with the health protocol, employees can composedly feel protected from the Covid virus so they can work more peacefully.

Work from home also affects employee performance. It does not make employee performance experience a decrease in work quality but there is a slight negative impact from the implementation of the WFH.

Information technology system has a significant effect on employee performance, because the information technology system can make it easier for employees in coordinating, reporting, obtaining information and data as material for completing work.

Work life balance has a significant effect on Performance employees of the BI Representative Office in East Java Province, this indicates that employees who have a work life balance condition can work better.

SUGGESTIONS

Based on the conclusion, it is suggested that the employees of the BI.

Representative Office of East Java Province during this Covid-19 pandemic to continue to be disciplined in implementing the new lifestyle protocol, and a healthy behavior. As for the organization of the Bank Indonesia Representative Office in East Java Province can still use *work from home* regulation with normal proportions even during the new normal period because it can improve their employee's performance. In addition, information technology is also still being used considering that currently

the use of information technology is inevitable in carrying out work.

For further researchers, it is recommended to take research with other variables such as individual characteristics, *work life balance* on performance and collaborate with researchers from the field of psychology to review the detailed relationship between these variables.

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