

Exploring the Dynamics of Job Performance and Job Satisfaction on Work Effectiveness: A Study at BPMP Yogyakarta During COVID-19

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ABSTRACT:

This study investigates the impact of job performance and job satisfaction on employee work effectiveness at the Yogyakarta Special Region Education Quality Assurance Institute amid the COVID-19 pandemic. Addressing the novel challenges posed by the work-from-home policy, the research aims to elucidate the direct influence of these variables in a transformed work environment. Utilizing a stratified random sampling method based on Slovin's formula, the study engaged 82 employees from BPMP Yogyakarta, employing bivariate correlation and double linear regression analysis. The results revealed a strong positive correlation between job performance and work effectiveness (Pearson Correlation: 0.883), with job performance and satisfaction collectively accounting for 82.7% of work effectiveness (R Square: 0.827). These findings highlight the critical role of job performance and satisfaction in enhancing work effectiveness, especially under pandemic-induced remote working conditions. However, the study's context-specific nature and reliance on self-reported measures suggest caution in generalization. The study's implications are significant for human resource strategies in similar institutions, advocating the need for adaptable and resilient work environments in challenging times. Future research should extend these findings to various organizational contexts and explore the long-term implications of remote working on these variables.

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ABSTRAK

Penelitian ini menyelidiki pengaruh prestasi kerja dan kepuasan kerja terhadap efektivitas kerja karyawan di Lembaga Penjaminan Mutu Pendidikan Daerah Istimewa Yogyakarta di tengah pandemi COVID-19. Mengatasi tantangan baru yang ditimbulkan oleh kebijakan kerja-dari-rumah, penelitian ini bertujuan untuk menjelaskan pengaruh langsung dari variabel-variabel ini dalam lingkungan kerja yang berubah. Dengan menggunakan metode pengambilan sampel acak bertingkat berdasarkan rumus Slovin, penelitian ini melibatkan 82 karyawan dari BPMP Yogyakarta, menggunakan korelasi bivariat dan analisis regresi linier berganda. Hasil penelitian menunjukkan korelasi positif yang kuat antara kinerja kerja dan efektivitas kerja (Pearson Correlation: 0,883), dengan kinerja dan kepuasan kerja secara kolektif menyumbang 82,7% efektivitas kerja (R Square: 0,827). Temuan ini menyoroti peran penting kinerja dan kepuasan kerja dalam meningkatkan efektivitas kerja, terutama di bawah kondisi kerja jarak jauh yang disebabkan oleh pandemi. Namun, sifat spesifik konteks penelitian dan ketergantungan pada langkah-langkah yang dilaporkan sendiri menunjukkan kehati-hatian dalam generalisasi. Implikasi penelitian ini signifikan untuk strategi sumber daya manusia di lembaga serupa, mengadvokasi kebutuhan akan lingkungan kerja yang mudah beradaptasi dan tangguh di masa-masa sulit. Penelitian di masa depan harus memperluas temuan ini ke berbagai konteks organisasi dan mengeksplorasi implikasi jangka panjang dari kerja jarak jauh pada variabel-variabel ini.

Kata kunci: Covid-19, prestasi kerja, kepuasan kerja, kerja jarak jauh, efektivitas kerja.

INTRODUCTION

The COVID-19 pandemic has ushered in a global shift in work dynamics, impacting job performance and satisfaction across various sectors. This phenomenon has been especially pronounced in Indonesia, where the rapid escalation of COVID-19 cases has necessitated significant adaptations in work arrangements, particularly for Aparatur Sipil Negara (ASN) employees (Amany, 2022). Balai Penjaminan Mutu Pendidikan (BPMP) in Yogyakarta, as part of the ASN, exemplifies these changes, having shifted to work-from-home (WFH) policies since March 2020 (MENPANRB, 2020). This transition has not only been a response to a health crisis but also a redefining moment for understanding the effectiveness of employee work under drastically altered conditions. The importance of this topic lies not only in its relevance to the current pandemic



but also in its broader implications for future organizational resilience and adaptability.

Before the pandemic, extensive research had been conducted on the interplay between job performance, job satisfaction, and work effectiveness. Empirical studies have consistently shown that factors such as job characteristics, compensation, empowerment, and technological utilization significantly influence these dimensions (Eo et al., 2014; Hameed et al., 2014a; Kramer & Engelmann, 2022). For instance, Staples et al. (1999) emphasized the role of self-efficacy and managerial control in enhancing remote employees' work effectiveness and productivity. This body of work provides a critical foundation for understanding the dynamics of job performance and satisfaction, yet it largely predates the unique challenges presented by the COVID-19 pandemic (Staples et al., 1999).

The onset of the pandemic has necessitated reevaluating traditional work models, particularly in the context of enforced WFH policies. In the case of BPMP Yogyakarta, this shift has profoundly affected the nature of work, potentially altering employee performance and satisfaction (*Shifting System in BPMP Yogyakarta*, 2021). Studies such as those by Laschinger et al. (2001) and Martinčević (2004) have highlighted the importance of empowerment and self-efficacy in job satisfaction and effectiveness (Laschinger et al., 2001; Martinčević, 2004). However, the pandemic's unique context—marked by sudden shifts to remote working and heightened uncertainties—demands a more specific investigation into how these established factors translate into the current scenario.

While existing research offers valuable insights into the determinants of job performance and satisfaction, more studies need to address these factors in the context of a pandemic. Most prior research focuses on more stable organizational settings, often overlooking the challenges posed by sudden and extensive shifts to remote working (Jung & Yoon, 2020; Rodriguez-Barboza et al., 2023). This lack of pandemic-specific data highlights the necessity for targeted research in settings like BPMP Yogyakarta, where employee work dynamics have been significantly reshaped by the health crisis.

The pandemic has disrupted work environments and prompted a rethinking of how job performance and satisfaction are conceptualized and

measured. This is particularly relevant in the context of BPMP Yogyakarta, where traditional performance metrics may still need to fully capture the complexities of work under WFH arrangements. Factors such as technological adaptability, remote communication efficiency, and mental resilience have become increasingly critical in assessing employee effectiveness during the pandemic (Hameed & Oudah, 2014; Masyita, 2016). This evolving landscape underscores the need for contemporary research to effectively capture these new dimensions of work effectiveness.

The critical role of Information and Communication Technology (ICT) in shaping job satisfaction and effectiveness in remote work settings has been well-established. Hameed and Oudah (2014) emphasized a significant positive relationship between ICT utilization, ease of usage, job satisfaction, and work effectiveness, mediated by employees' orientation towards knowledge sharing. This highlights the essential role of technology and knowledge management in supporting effective remote working environments. Empowerment within the workplace has been examined in various studies, particularly in the nursing sector (Hameed & Oudah, 2014). Wilson & Spence Laschinger (1994) noted a positive correlation between nurses' perceptions of job empowerment and organizational commitment (Wilson & Spence Laschinger, 1994). Laschinger et al. (2001) expanded on this by linking structural and psychological nursing empowerment to increased job satisfaction (Laschinger et al., 2001). These findings suggest that strategies aimed at enhancing employee empowerment can be effective in improving job satisfaction and overall work effectiveness.

The current study aims to fill the identified research gaps by focusing on the direct impacts of job performance and job satisfaction on employee work effectiveness at BPMP Yogyakarta during the COVID-19 pandemic. This research is particularly significant in light of the limited empirical studies addressing the effects of WFH policies on work effectiveness in the Indonesian public sector during a global health crisis. By exploring these relationships in the unique context of a shifted work environment, this study seeks to contribute to a deeper understanding of the factors influencing employee effectiveness in times of crisis.

The primary objective of this study is to explore the impact of job performance and job satisfaction on the effectiveness of employee work at BPMP



Yogyakarta during the COVID-19 pandemic. This research aims to determine the direct influence of these factors on employee work effectiveness, particularly under the conditions of the WFH policy implemented during the pandemic. By focusing on the unique context of BPMP Yogyakarta, this study intends to provide new insights into the dynamics of job performance and satisfaction in altered work environments. The findings are anticipated to contribute significantly to organizational behavior and public administration, offering practical implications for enhancing employee effectiveness in times of crisis.

METHODS

This study adopted a quantitative research design to investigate the influence of job performance (X_1) and job satisfaction (X_2) on employee work effectiveness (Y) at the BPMP Daerah Istimewa Yogyakarta, inspired by findings on job characteristics and satisfaction's effect on work effectiveness (Kramer & Engelmann, 2022). Conducted in March 2022, the research utilized a stratified random sampling method based on Slovin's formula to select 82 out of 103 employees, ensuring that each section within the organization was proportionally represented in the sample (Hameed et al., 2014b; Staples et al., 1999). The data collection tools comprised questionnaires with a Likert scale, validated and tested for reliability in alignment with established psychological and empowerment theories (Laschinger et al., 1999; Wilson & Spence Laschinger, 1994). Descriptive and inferential statistical analyses were applied to examine the hypothesized positive correlations between the independent variables and work effectiveness (Eo et al., 2014; Mokhtarian & Bagley, 2000). These methods were chosen to robustly address the research questions, reflecting the impact of job satisfaction and performance on work effectiveness, as supported by previous studies (Orłowska & Łaguna, 2016).

Figure 1. Relationship Scheme of Variable X_1 and Variable Y

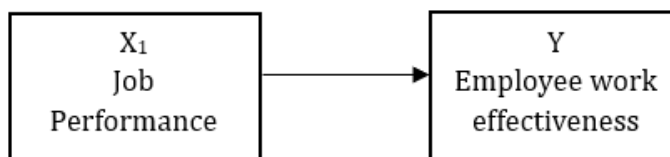
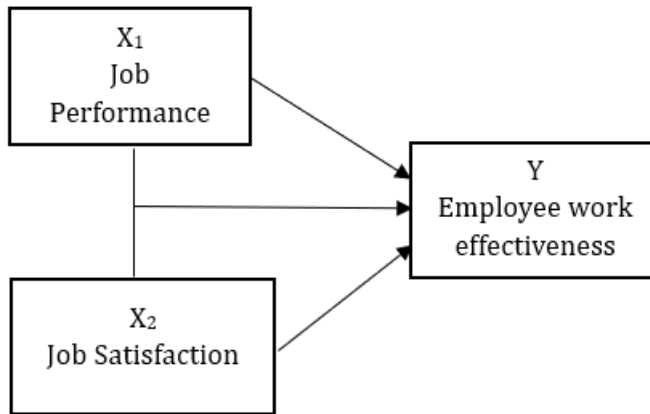


Figure 2. Relationship Scheme of the Effect of Variable X₁ and Variable X₂ on Variable Y



The hypotheses in this study are:

Ha₁: A positive and significant relationship exists between job performance and the work effectiveness of employees.

Ho₁: There is no positive and significant relationship between job performance and the work effectiveness of employees.

Ha₂: Both job performance and job satisfaction have a positive and significant influence on the work effectiveness of employees.

Ho₂: There is no positive and significant influence of both job performance and job satisfaction on the work effectiveness of employees.

To ensure the study's integrity, the questionnaire's validity and reliability were rigorously tested, which is a crucial step in measuring constructs like job satisfaction and work effectiveness (Karizme et al., 2016; Laschinger et al., 2001). The analyses included both descriptive statistics, such as frequency distributions and crosstabs, and inferential techniques, namely correlation and regression analyses, to investigate the relationship between job satisfaction, job performance, and work effectiveness (Al Mutair et al., 2023; Orłowska & Łaguna, 2018). The inferential analysis was instrumental in testing the dual hypotheses of significant positive effects of job performance and satisfaction on work effectiveness (Martinčević, 2004; Rodriguez-Barboza et al., 2023). The methodology was carefully chosen to ensure a comprehensive exploration of the

variables, mirroring the complexity of factors influencing job satisfaction and effectiveness as identified in the literature (Chanie et al., 2020; Temkin-Greener et al., 2010). This robust approach aimed to yield insights into the facilitators and barriers to employee work effectiveness, contributing to the broader discourse on organizational psychology and employee well-being (Choi et al., 2022; Tentama & Kusuma, 2019).

FINDINGS AND DISCUSSION

FINDINGS

Balai Penjaminan Mutu Pendidikan (BPMP), or the Center for Education Quality Assurance, is a government institution dedicated to overseeing and enhancing the quality standards of educational services and systems. Its primary role involves the evaluation, monitoring, and support of educational institutions to ensure compliance with national educational standards, thereby promoting excellence and uniformity in educational practices across the region. Balai Penjaminan Mutu Pendidikan (BPMP) in the Special Region of Yogyakarta, established initially as Balai Penataran Guru (BPG) Yogyakarta and evolved from Sekolah Profesi Guru (SPG), has undergone significant reorganization and restructuring. This transformation was a strategic response to the rapidly evolving educational landscape, aiming to bolster the Ministry of Education and Culture's oversight of the national education system. This restructuring was grounded in Ministerial Decree No. 087/O/2003, which outlined the organizational framework and operational procedures for the Quality Assurance Institute of Education. In 2007, further reforms were instituted as per Ministerial Regulation No. 7/2007, repurposing BPMP as a critical entity for quality assurance in education.

Bivariate Correlation

Table 1. Bivariate Correlation between Job Performance and Employee Work Effectiveness

Correlations			
		Job Performance	Employee Work Effectiveness
Job Performance	Pearson Correlation	1	.883**
	Sig. (2-tailed)		.000
	N	82	82
Employee Work Effectiveness	Pearson Correlation	.883**	1
	Sig. (2-tailed)	.000	
	N	82	82

** . Correlation is significant at the 0.01 level (2-tailed).

Based on table 1, it is known that the number of employees who are respondents at BPMP D.I. Yogyakarta is 82 employees. It can also be known that there is a significant relationship between work performance and employee work effectiveness because of the significance value of 0.000. That means the significance value is less than $\alpha = 0.05$. When viewed from the data in Table 1, the correlation between work performance and employee work effectiveness is 0.883, so the level of correlation between the two variables is included in the powerful category because it is in the interval 0.800-1. The correlation coefficient is marked positive, meaning a unidirectional relationship exists between work performance variables and employee work effectiveness. The higher the work performance, the higher the level of employee work effectiveness. On the other hand, the lower the work performance, the lower the level of employee work effectiveness. Thus, it can be concluded that the variable of work performance has a positive and significant relationship with the variable of employee work effectiveness at BPMP D.I. Yogyakarta, so H_{a1} is accepted and H_{o1} is rejected.

A bivariate correlation study involving 82 employees of BPMP Yogyakarta revealed a significant positive correlation between job performance and employee work effectiveness, with a Pearson Correlation coefficient of 0.883. This correlation, falling within the high range of 0.800-1.0, signifies that higher job performance is associated with increased work effectiveness and vice



versa. Thus, job performance directly and positively impacts employee effectiveness at BPMP Yogyakarta.

Double Linier Regression

Table 2. Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.909 ^a	.827	.822	4.337

a. Predictors: (Constant), job satisfaction (X₂), job performance (X₁)

Based on table 2, it is known that there is a relationship between job performance and job satisfaction with employee work effectiveness with a correlation coefficient or R-value of 0.909. Meanwhile, the amount of R determination (R²) value is 0.827. This means that the variable of employee work effectiveness can be explained by the variable of job performance and job satisfaction by 82.7%. The remaining 17.3% was explained by other variables not examined in the study. The regression model, with a correlation coefficient (R) of 0.909 and an R Square value of 0.827, indicates that 82.7% of the variance in employee work effectiveness is explained by job performance and job satisfaction.

Table 3. ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7093.864	2	3546.932	188.534	.000 ^b
	Residual	1486.246	79	18.813		
	Total	8580.110	81			

a. Dependent Variable: employee work effectiveness (Y)

b. Predictors: (Constant), job satisfaction (X₂), job performance (X₁)

Table 3 shows the output of ANOVA with a significance value of 0.000 so that it is smaller than $\alpha = 0.05$ at a 95% confidence rate. Thus, it can be concluded that job performance and job satisfaction significantly influence the effectiveness of employee work at BPMP D.I.Yogyakarta.

The ANOVA results further validate this relationship, showing a significant influence of these variables on work effectiveness (Sig.: 0.000). The regression coefficients for job performance (0.622) and job satisfaction (0.522) both significantly contribute to predicting work effectiveness, as confirmed by their respective t-values (7.602 and 4.652) exceeding the critical value of 1.994. The regression equation demonstrates various scenarios of job performance and satisfaction levels and their respective impacts on employee effectiveness, with every unit increase in these variables leading to a 1.144 increase in work effectiveness.

Table 4. Coefficients^a

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.825	5.011		-.364	.717
	Job Performance (X ₁)	.622	.082	.593	7.602	.000
	Job Satisfaction (X ₂)	.522	.112	.363	4.652	.000

a. Dependent Variable: employee work effectiveness (Y)

From table 4, it is known that job performance and job satisfaction have a positive and significant influence on the high and low effectiveness of employee work because it has a significance value of 0.000, smaller than $\alpha = 0.05$ at a 95% confidence level. The t_{count} value of the job performance variable was $7,602 > t_{\text{table}} 1,994$ and the job satisfaction variable was $4,652 > t_{\text{table}} 1,994$. In addition, it was proven that the value of the work performance coefficient (0.622) is greater than the job satisfaction coefficient (0.522). This strengthens the results of the partial correlation test that job satisfaction acts as a control variable or mediates the relationship between job performance and employee work effectiveness. Meanwhile, the contribution of work performance variables to employee work effectiveness was 62.2%, while the contribution of job satisfaction variables to employee work effectiveness was 52.2%.

The following results are obtained based on the double linear regression equation $Y = \alpha + b_1X_1 + b_2X_2$



Suppose the work performance and job satisfaction level at BPMP D.I. Yogyakarta is constant or has a category value of 0 (zero). In that case, it does not mean that employees do not have work effectiveness, but they still have work effectiveness as much as the constant value in the coefficients table, -1.825. The form of the equation is:

$$Y = \alpha + b_1X_1 + b_2X_2$$

$$Y = -1.825 + 0.622 (0) + 0.522 (0)$$

$$Y = -1.825$$

1. If the level of work performance and job satisfaction at BPMP D.I. Yogyakarta is in the low category, meaning it has a category 1 (one) value, then employees have a work effectiveness of -0.681. The form of the equation is:

$$Y = \alpha + b_1X_1 + b_2X_2$$

$$Y = -1.825 + 0.622 (1) + 0.522 (1)$$

$$Y = -0.681$$

2. Suppose the level of work performance and job satisfaction at BPMP D.I. Yogyakarta is in the medium category. In that case, it means that it has a category 2 (two) value, and then employees have a work effectiveness of 0.463. The form of the equation is:

$$Y = \alpha + b_1X_1 + b_2X_2$$

$$Y = -1.825 + 0.622 (2) + 0.522 (2)$$

$$Y = 0.463$$

3. If the level of work performance and job satisfaction at BPMP D.I. Yogyakarta is in the high category, meaning it has a category 3 (three) value, then employees have a work effectiveness of 1,607. The form of the equation is:

$$Y = \alpha + b_1X_1 + b_2X_2$$

$$Y = -1.825 + 0.622 (3) + 0.522 (3)$$

$$Y = 1.607$$

From the description above, it can be concluded that every addition of one unit to the variables of job performance and job satisfaction will cause an increase in the variable of employee work effectiveness by 1,144. In summary, the study concludes that job performance and satisfaction are critical factors in determining the work effectiveness of employees at BPMP Yogyakarta, with their combined effect playing a significant role in shaping the overall work environment and outcomes.

DISCUSSION

The research question of this study focuses on the impact of job performance and job satisfaction on the effectiveness of employee work at BPMP Yogyakarta, particularly under the shifted conditions due to the COVID-19 pandemic. Previous literature has established various frameworks and theories around these constructs. Kramer & Engelmann (2022) discussed the enhanced job satisfaction and work effectiveness due to work-from-home policies, while Eo et al. (2014) emphasized the direct influence of job characteristics on work effectiveness (Eo et al., 2014; Kramer & Engelmann, 2022). The unique context of this study lies in examining these relationships within the BPMP Yogyakarta, an educational institution that has undergone significant organizational changes over the years.

The study revealed strong positive correlations between job performance and work effectiveness, with Pearson Correlation values of 0.883. This indicates a solid relationship in the context of BPMP Yogyakarta. Additionally, job satisfaction was significantly influenced by both job performance and work effectiveness. These results are in alignment with previous findings by Miga (2020), Faizurah Ahmad (2014), and Ibnu & Syaharuddin (2016), which also noted significant positive impacts of job performance on work effectiveness (Ahmad, 2014; Yamanie, 2016). These findings are particularly noteworthy under the work-from-home policy implemented during the pandemic. The results clearly indicate the intertwined nature of these variables in influencing employee productivity.

The findings support previous research by Miga (2020), Ahmad (2014), and Ibnu & Syaharuddin (2016), which similarly highlighted the strong influence of job performance on work effectiveness (Ahmad, 2014; Yamanie, 2016). This study, however, presents a slightly higher correlation coefficient



(0.883) compared to these studies, suggesting an even stronger relationship in the context of BPMP Yogyakarta. This might be attributed to the specific work environment and the impacts of the COVID-19 pandemic, underscoring the significance of contextual factors in organizational studies.

The linear regression analysis indicating that job performance and job satisfaction explain 82.7% of the variance in work effectiveness suggests a substantial impact on employee productivity at BPMP Yogyakarta. The high emphasis on responsibility in job performance, as also noted by Dimova (2019), and the significance of salary and financial benefits in job satisfaction, supported by Rivai (2018) and Indrayuni (2017), underline the importance of these elements in the Indonesian context (Dimova et al., 2019; Indrayuni, 2017; Rivai et al., 2018). Additionally, the high adaptability of employees, even during the pandemic, aligns with Maggiori's (2017) and Dewi et al. (2014) findings on the importance of adaptability in work effectiveness (Dewi, 2014; Maggiori et al., 2017). These elements are crucial in understanding the dynamics of employee productivity in educational institutions during challenging times.

The study's results underscore the crucial role of job performance and satisfaction in determining work effectiveness, consistent with Johar's (2021) and Szymon's (2020) theories (Dziuba et al., 2020; Samosir & Paramaatha, 2021). This signifies that in the dynamic and challenging environment of BPMP Yogyakarta, particularly during the COVID-19 pandemic, both performance and satisfaction are pivotal in driving employee effectiveness. The research further aligns with Abdurrahman Alkaf's (2021) definition of work effectiveness, highlighting the ability to accomplish tasks accurately, on time, objectively, and comprehensively (Alkaf et al., 2021). These insights are crucial for educational institutions like BPMP Yogyakarta as they strive for high performance and employee satisfaction amidst evolving educational challenges.

The findings of this study have profound implications for policy and practice within BPMP Yogyakarta and similar educational institutions. They suggest that enhancing job performance and job satisfaction can lead to significant improvements in work effectiveness. This improvement is particularly relevant in the context of pandemic-induced work-from-home policies, where factors like self-efficacy, empowerment, and job characteristics play a more pronounced role (Kramer & Engelmann, 2022; Mokhtarian & Bagley, 2000; Staples et al., 1999). For BPMP Yogyakarta, focusing on aspects

like responsibility, salary, and adaptability can be particularly effective strategies for boosting overall organizational effectiveness. Moreover, the study contributes to the broader discourse on work dynamics in educational settings during crises like the COVID-19 pandemic, offering insights into how job characteristics and satisfaction influence work effectiveness in such unique scenarios.

In conclusion, this study reinforces the interconnectedness of job performance, satisfaction, and work effectiveness, adding to organizational behavior and human resource management knowledge. It highlights the need for organizations to prioritize these aspects to enhance overall work effectiveness, especially in challenging times. The results are not only relevant for BPMP Yogyakarta but also for educational institutions and organizations striving to adapt to the changing dynamics of work environments.

CONCLUSION

In this study, we aimed to explore the impact of job performance and job satisfaction on employee work effectiveness at the Yogyakarta Special Region Education Quality Assurance Institute during the Covid-19 pandemic, focusing particularly on the work-from-home policy. The research findings revealed a strong positive correlation between job performance and work effectiveness (Pearson Correlation: 0.883) and a significant joint influence of job performance and satisfaction on work effectiveness, explaining 82.7% of its variance (R Square: 0.827). These results underscore the importance of maintaining high job performance and satisfaction levels to enhance work effectiveness, especially under challenging circumstances like a pandemic, informing BPMP Yogyakarta's human resource strategies. However, the study's context specificity and reliance on self-reported measures indicate a need for further research in diverse settings and using varied measurement tools to generalize these findings and understand their long-term implications.

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