The Impact of Work from Office Working System after Covid-19 Pandemic on X and Z Employees Generation Working Motivation in Yogyakarta City Government Head Office and Jabodetabek Transportation Management Agency Head Office

Budi Tumanggor[1], Nabiilah Huwaidaa[2], Mariani Amelia[3], Kezia Mauren[4], Luthfi Prathama[5]

{tumanggor23@gmail.com[1], nabiilahhuwaidaazatira0282@gmail.com[2], marianiii810@gmail.com[3]}

Polytechnic STIA LAN Jakarta, Jakarta, Indonesia

Abstract. The covid-19 pandemic already changed many aspects of human life until now. Many organizations all over the world are urged to change their working system. According to this, the Indonesian government issued the social distancing and physical distancing policy to prevent deployment. Along with the decline of Covid-19 cases since mid-year of 2022 in Indonesia, the government stated the endemic situation and urged public institutions to implement the work-from-office policy gradually. This policy emerged the new polemic and refusal action of certain generations. X and Z generation employees thought that the work-from-office policy didn't have any direct and significant impact on employees' work motivation. The research used a descriptive quantitative method focused on finding the impact of the working system (work from office policy) on the working motivation of Y and Z generation employees in Yogyakarta City Government Head Office and Jabodetabek Transportation Management Agency Head Office with the population 670 of X and Z generation employees. In the research with 406 of X and Z generation employees as the research sample found that dimension or indicator of work success of working system (work form office) variable has a positive and significance impact on the employees' working motivation. There was a significant difference in generation X employees at the two research sites, while there was no significant difference in generation Z employees at the two sites.

Keyword: Working System, X and Z Generation, Working Motivation

1   Introduction

The occurrence of the Covid-19 pandemic in 2020 caused humans to adapt to the situation at that time. Many changes must be made in order to continue carrying out daily activities due to social distancing and physical distancing policies [1]. This policy is implemented to avoid crowds and prevent the spread of the Covid-19 virus through the rules of the Minister of Home Affairs Instruction on the Implementation of Emergency Coronavirus Disease 2019 Community Activity Restrictions (PPKM) Number 15 of 2021. With the issuance of the policy, organizations need to make changes to the work system applied. At that time organizations not allowed to Work Form Office (WFO) like it used to be. For this reason, the government issued a Work from Home (WFH) policy through Circular Letter (SE) Number 19

of 2020 concerning Guidelines for the Implementation of Official Duties by Working at Home / Residence (Work From Home/WFH) for State Civil Apparatus.

In the middle of 2022, Covid-19 cases decrease and been determined to be endemic, the Indonesian government issued a policy for public agencies to gradually re-implement WFO through SE Minister of PAN-RB No. 23 of 2021 concerning Adjustment of the Work System of State Civil Apparatus Employees During PPKM in the Coronavirus Disease 2019 Pandemic. Which was updated through SE No. 24 of 2021 concerning Amendments to the SE of the Minister of State Civil Apparatus Empowerment and Bureaucratic Reform No. 23 of 2021. Then the government again allowed organizations to re-implement the 100% WFO work system through the SE of the Minister of State Apparatus Empowerment and Bureaucratic Reform No. 5 of 2022 concerning Adjustments to the Work System of State Civil Apparatus Employees During PPKM during the Coronavirus Disease 2019 pandemic and Ministry of Home Affairs Instruction Number 26 of 2022 concerning the Implementation of Restrictions on Community Activities.

However, the WFO policy caused a new polemic that gave rise to many differences of opinion from various circles. Especially among Generation X, employees born in 1965 – 1980 and Generation Z who are employees born in 1995 – 2010. In the implementation of WFH many employees, most of whom are generation X, complaining about difficulties in accessing the system when implementing WFH. Now it is generation Z employees turn's, they are rejected the reimplementation of the full WFO policy in the organization. Generation Z assume that WFH has not affecting the level of performance they have, they also consider WFH to be much more effective and efficient in many ways. But unlike generation X, they consider WFH tends to reduce performance levels because they become less focused on completing their tasks, difficulty in coordinating, and technology that has not been mastered is also another reason why many of generation X do not support WFH implementation [2].

Based on the workspace survey by ruang guru, in 2021 the survey results for employees throughout Indonesia from the age of 15 to 64 years with a total of 67 respondents showed 39.5% combined (hybrid), 17.3% working from the office, and 43.2% working from home . Furthermore, in a study on the effectiveness of WFH conducted in August 2022, 63% of Gen Z considered WFH effective while only 43% of Gen X thought so. As for civil servants, based on a survey through Google, as many as 30% feel working from home feels heavier, 40% feel the workload is equally heavy when working in the office, and 30% do not choose (Adiputra & Pricilla, 2021). According to the Head of the State Civil Service Agency (BKN), Bima Haria Wibisana in the 2022 National Coordination Meeting for Civil Service, WFH for employees feels not for work but vacation, and feels that they lack support for the facilities, and lack of employee competence (Purwanti, 2022)

2   Theoretical Framework
2.1 Work From Office

Work From Office as known as WFO is a work system where employees come directly to the office to complete their work in an effort to improve the organization (Crosbie & Moore, 2004). This system is a conventional system that has been used since technology has not been so sophisticated until technology is as sophisticated as it is now. However, the emergence of Covid-19 caused this work system to be temporarily unusable to avoid crowds in the office. Therefore, the Work From Home (WFH) policy is implemented, through the Instruction of the

Minister of Home Affairs for emergency PPKM with Number 15 of 2021 concerning the Implementation of Restrictions on Emergency Community Activities of Coronavirus Disease 2019, which was updated through the latest Circular Letter (SE), namely SE Number 24 of 2021 concerning Amendments to the Circular Letter of the Minister of State Civil Apparatus Empowerment and Bureaucratic Reform Number 23 of 2021 concerning Adjustments to the Work System of State Civil Apparatus Employees During Implementation Restrictions on community activities during the Coronavirus Disease 2019 pandemic. WFH itself is a work system that does not require employees to come to the office to work, they can work from home [5].

2.2 Employee Work Motivation

There are many factors that affect the work process and the level of employee performance, one of which is work motivation. Work motivation has its own role for employees, because each individual can have different motivations as the reason they work [6]. Motivation as an internal drive that triggers individuals to meet needs that are considered unsatisfied which then causes more encouragement with the aim of meeting these needs through an action. According to Robbins (2006) in Almustofa (2015) Indicators used to measure work motivation include rewards, social relationships, life needs, and success in work
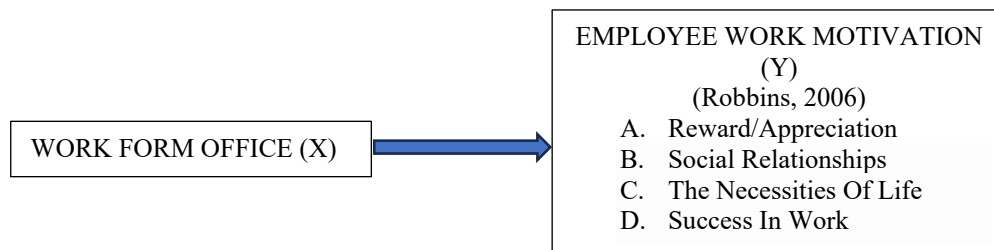

Fig. 1. Employee Work Motivation

3   Methods

The research method used in this study is quantitative method. Analysis of studies conducted at the Jabodetabek Transportation Management Agency of the Ministry of Transportation and Yogyakarta City Government as a representation of the implementation of the WFO work system and studies explore how the influence compares in the two loci or agencies. Data collection was done by questionnaires, observations, and interviews to clarify the data.

4 Results and Discussion

4.1 Validity Test

a. Gen X Yogyakarta City Government
  1. Output 1

Table 1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.855
Bartlett's Test of Sphericity	Approx. Chi-Square	2272.255
	df	190
	Say.	.000

HYPOTHESIS
  H0 : Factor analysis cannot be performed
  H1 : Factor analysis can be performed
HYPOTHESIS TESTING CRITERIA
  Subtract H0 and Accept H1 : KMO MSA value > 0.50
  Accept H0 and Subtract H1 : KMO MSA value < 0.50
CONCLUSION
  From the output above, a KMO MSA value of 0.855 > 0.50 is obtained, then
  H0 is rejected and H1 is accepted. So it can be concluded that factor analysis
  can be done.
  2. Output 2

Table 2. Matrix Component

	Component
	1
P1	520
P2	.667
P3	.608
P4	.634
P5	.676
P6	.760
P7	.787
P8	.831
P9	.765
P10	.835

P	.769
1	
1	

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

HYPOTHESIS
  H0 : Invalid related indicator
  H1 : Valid related indicators
HYPOTHESIS TESTING CRITERIA
  Reject H0 and Accept H1 : component value > 0.40
  Accept H0 and Reject H1 : component value < 0.40 (blank)
CONCLUSION
  From the above output, obtained the value of the > component of 0.40
  specified valid is 1 indicator (P1, P2, P3, P4, P5, P6, P7, P8, P9, P10, P11).

b. Gen X BPTJ Of Transportation Ministry
  1. Output 1

Table 3. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.753
Bartlett's Test of Sphericity	Approx. Chi-Square	597.015
	df	190
	Say.	.000

HYPOTHESIS
  H0 : Factor analysis cannot be performed
  H1 : Factor analysis can be performed
HYPOTHESIS TESTING CRITERIA
  Subtract H0 and Accept H1 : KMO MSA value > 0.50
  Accept H0 and Subtract H1 : KMO MSA value < 0.50
CONCLUSION
  From the output above, a KMO MSA value of 0.753 > 0.50 is obtained, then
  H0 is rejected and H1 is accepted. So it can be concluded that factor analysis
  can be done.
  2. Output 2

Table 4. Matrix Component

	Component
	1
P1	.511
P2	.675
P3	.662
P4	.737
P5	.853

P6	.851
P7	.895
P8	.910
P9	.901
P10	.839
P11	.875

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

HYPOTHESIS
  H0 : Invalid related indicator
  H1 : Valid related indicators
 HYPOTHESIS TESTING CRITERIA
  Reject H0 and Accept H1 : component value > 0.40
  Accept H0 and Reject H1 : component value < 0.40 (blank)
CONCLUSION
  From the above output, obtained the value of the > component of 0.40
  specified valid is 11 indicators (P1, P2, P3, P4, P5, P6, P7, P8, P9, P10, P11)

c. Gen Z Yogyakarta City Government
    1. Output 1

Table 5. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.840
Bartlett's Test of Sphericity	Approx. Chi-Square	1310.089
	df	190
	Say.	.000

HYPOTHESIS
  H0 : Factor analysis cannot be performed
  H1 : Factor analysis can be performed
 HYPOTHESIS TESTING CRITERIA
  Subtract H0 and Accept H1 : KMO MSA value > 0.50
  Accept H0 and Subtract H1 : KMO MSA value < 0.50
CONCLUSION
  From the output above, obtained KMO MSA values of 0.840 > 0.50 then H0 is
  rejected and H1 is accepted. So it can be concluded that factor analysis can be
  done.
    2. Output 2

Table 6. Matrix Component

	Component
	1
P1	.487
P2	.709
P3	.721
P4	.650
P5	.675

P6	.799
P7	.815
P8	.859
P9	.781
P10	.761
P11	.801

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

HYPOTHESIS
  H0 : Invalid related indicator
  H1 : Valid related indicators
HYPOTHESIS TESTING CRITERIA
  Reject H0 and Accept H1 : component value > 0.40
  Accept H0 and Reject H1 : component value < 0.40 (blank)
CONCLUSION
  From the above output, obtained the value of the > component of 0.40 specified valid is 11 indicators (P1, P2, P3, P4, P5, P6, P7, P8, P9, P10, P11).

d. Gen Z BPTJ Of Transportation Ministry
  1. Output 1

Table 7. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.741**
Bartlett's Test of Sphericity	Approx. Chi-Square	699.455
	df	190
	Say.	.000

HYPOTHESIS
  H0 : Factor analysis cannot be performed
  H1 : Factor analysis can be performed
HYPOTHESIS TESTING CRITERIA
  Subtract H0 and Accept H1 : KMO MSA value > 0.50
  Accept H0 and Subtract H1 : KMO MSA value < 0.50
CONCLUSION
  From the output above, obtained KMO MSA values of 0.741 > 0.50 then H0 is rejected and H1 is accepted. So it can be concluded that factor analysis can be done.
  2. Output 2

Table 8. Matrix Component

	Component
	1
P1	.564
P2	.733
P3	.773
P4	.744

P5	.779
P6	.779
P7	.854
P8	.836
P9	.738
P10	.735
P11	.824

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

HYPOTHESIS
  H0 : Invalid related indicator
  H1 : Valid related indicators
HYPOTHESIS TESTING CRITERIA
  Reject H0 and Accept H1 : component value > 0.40
  Accept H0 and Reject H1 : component value < 0.40 (blank)
CONCLUSION
  From the above output, obtained the value of the > component of 0.40 specified valid is 11 indicators (P1, P2, P3, P4, P5, P6, P7, P8, P9, P10, P11).

4.2 Reliability Test

a. Gen X Yogyakarta City Government
   Output

Table 9. Reliability Statistics

Cronbach's Alpha	N of Items
.838	20

HYPOTHESIS
  H0 : Poor Reliability
  H1 : Good Reliability
HYPOTHESIS TESTING CRITERIA
  Subtract H0 and Accept H1 : p-value > 0,6
  Accept H0 and Subtract H1 : p-value < 0,6
CONCLUSION
  From the output above, obtained Cronbach's Alpha value (0.838) > 0.06 then H0 is rejected and H1 is accepted. So it can be concluded that the reliability is good.

b. Gen X BPTJ Of Transportation Ministry
   Output

Table 10. Reliability Statistics

Cronbach's Alpha	N of Items
.900	20

HYPOTHESIS
  H0 : Poor Reliability
  H1 : Good Reliability

HYPOTHESIS TESTING CRITERIA
    Subtract H0 and Accept H1 : p-value > 0,6
    Accept H0 and Subtract H1 : p-value < 0,6

CONCLUSION
From the output above, obtained Cronbach's Alpha value (0.9) > 0.6 then H0 is rejected and H1 is accepted. So it can be concluded that the reliability is very good.

c. Gen Z Yogyakarta City Government
Output

Table 11. Reliability Statistics

Cronbach's Alpha	N of Items
.832	20

HYPOTHESIS
    H0 : Poor Reliability
    H1 : Good Reliability
HYPOTHESIS TESTING CRITERIA
    Subtract H0 and Accept H1 : p-value > 0,6
    Accept H0 and Subtract H1 : p-value < 0,6
CONCLUSION
From the output above, obtained Cronbach's Alpha value (0.832) > 0.6 then H0 is rejected and H1 is accepted. So it can be concluded that the reliability is good.

d. Gen Z BPTJ Of Transportation Ministry
Output

Table 12. Reliability Statistics

Cronbach's Alpha	N of Items
.850	20

HYPOTHESIS
    H0 : Poor Reliability
    H1 : Good Reliability
HYPOTHESIS TESTING CRITERIA
    Subtract H0 and Accept H1 : p-value > 0,6
    Accept H0 and Subtract H1 : p-value < 0,6
CONCLUSION
From the output above, obtained Cronbach's Alpha value (0.850) > 0.6 then H0 is rejected and H1 is accepted. So it can be concluded that the reliability is very good.

4.3 Normality Test

Table 13. Tests of Normality

	Group	Kolmogorov-Smirnova			Shapiro-Wilk		
		Statistic	df	Say.	Statistic	df	Say.
Score	Gen X Lokus 1	.064	195	.052	.987	195	.075
	Gen X Lokus 2	.101	30	.200*	.987	30	.963
	Gene with locus 1	.050	117	.200*	.986	117	.258
	Gene Z locus 2	.071	52	.200*	.973	52	.290

*. This is a lower bound of the true significance.
a. Lilliefors Significance Correction

HYPOTHESIS
   H0 : Data is not normally distributed
   H1 : Normal distributed data
HYPOTHESIS TESTING CRITERIA
   Subtract H0 and Accept H1 : p-value > 0.05
   Accept H0 and Subtract H1 : p-value < 0.05
CONCLUSION
   a. From the above output for **Gen X Locus 1,** a p-value of > 0.05 was obtained using both Kolmogorov Smirnov and Shapiro Wilk's methods, then H0 was accepted and H1 was rejected. So it can be concluded that the data is relatively normally distributed.
   b. From the output above for **Gen X Locus 2,** a p-value of > 0.05 was obtained using both Kolmogorov Smirnov and Shapiro Wilk methods, then H0 was accepted and H1 was rejected. So it can be concluded that the data is normally distributed.
   c. From the output above for **Gen Z Locus 1,** a p-value of > 0.05 was obtained using both Kolmogorov Smirnov and Shapiro Wilk's methods, then H0 was rejected and H1 was accepted. So it can be concluded that the data is normally distributed.
   d. From the output above for **Gen Z Locus 2,** a p-value of > 0.05 was obtained using both Kolmogorov Smirnov and Shapiro Wilk methods, then H0 was rejected and H1 was accepted. So it can be concluded that the data is normally distributed.

4.4 Comparison Test

a. Gen X Yogyakarta City Government and Gen X BPTJ Of Transportation Ministry

Table 14. Group Statistics

	Group	N	Mean	Std. Deviation	Std. Error Mean
Score	Gen X Lokus 1	195	74.71	7.704	.552
	Gen X Lokus 2	30	74.67	6.645	1.213

Table 15. Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Say.	t	df	g. (2-tailed)	Mean Difference	Std. Error Difference	Confidence Interval of the Difference		
									Lower	Upper	
Equal variances assumed		.546	.461	.028	223	.978	.041	1.486	-2.886	2.968	
variances not	not			.031	964	.976	.041	1.333	-2.649	2.731	

HYPOTHESIS
  H0: There is no significant difference between Gene X Locus 1 and Gene X Locus 2
  H1: There is a significant difference between Gene X Locus 1 and Gene X Locus 2
HYPOTHESIS TESTING CRITERIA
  Subtract H0 and Accept H1 : p-value < 0.05
  Accept H0 and Subtract H1 : p-value > 0.05
CONCLUSION
  From the output above, a p-value of (0.461) < 0.05 is obtained, then H0 is rejected and H1 is accepted. So it can be concluded that there is a significant difference between Gen X Locus 1 and Gene X Locus 2.[nH1]

b. Gen Z Yogyakarta City Governmentt and Gen Z BPTJ Of Transportation Ministry

Table 16. Group Statistics

	Group	N	Mean	Std. Deviation	Std. Error Mean
Score	Gene with locus 1	117	71.21	8.390	.776
	Gene Z locus 2	52	70.50	9.200	1.276

Table 17. Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means					
	F	Say.	f	2-tailed)	Difference	l. Error ference	Confidence erval of the ifference ower	
Equal es assumed	.435	.510	|89	167	.625	.705	1.441	-2.140	0
es not d			|72	90.244	.638	.705	1.493	-2.261	1

HYPOTHESIS
        H0: There is no significant difference between Gen Z Locus 1 and Gen Z Locus 2
        H1: There is a significant difference between Gen Z Locus 1 and Gen Z Locus 2
HYPOTHESIS TESTING CRITERIA
        Subtract H0 and Accept H1 : p-value < 0.05
        Accept H0 and Subtract H1 : p-value > 0.05

5 Conclusion

From the output above, a p-value of (0.510) > 0.05 is obtained, then H0 is rejected and H1 is accepted. So it can be concluded that there is relatively no significant difference between Gen Z Locus 1 and Gen Z Locus 2. Work From Home (WFH) and Work From Office (WFO) policies implemented during the Covid-19 pandemic have caused differences of opinion between generation X and generation Z. Generation X considers WFH to reduce performance levels and has difficulty in coordinating, while generation Z considers WFH more effective and efficient. The survey results show that most generation Z consider WFH effective, while some generation X disagree.

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