

The effect of implementing remote work policies post-Covid-19 on private bank back office employees

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Abstract

This 2023 study, employing the Structural Equation Model (SEM) method, delves into factors impacting remote work among back-office employees in private banks. Focusing on 205 respondents with a minimum of one year of experience, data collected through Google Forms reveals noteworthy findings. Attitude towards remote work positively affects concentration during remote work, subsequently enhancing remote work performance. Both built environment ICT and other enablers' availability, along with built environment facilities, contribute positively to remote work satisfaction. Moreover, remote work satisfaction positively correlates with remote work performance. However, the study indicates that the working conditions of a built environment do not significantly influence remote work satisfaction. The research underscores the managerial imperative of corporate governance tailored to the remote work engagement of back-office employees in private banks. Recognizing the significance of primary supportive tools, adequate facilities, and working conditions during remote work is crucial. The anticipated outcome is an impact on employee concentration, satisfaction, and performance during remote work, emphasizing management's pivotal role in optimizing remote work practices.

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Abstrak

Studi tahun 2023 ini, yang menggunakan metode Structural Equation Model (SEM), mengeksplorasi faktor-faktor yang mempengaruhi kerja jarak jauh di kalangan karyawan back office di bank swasta. Fokus pada 205 responden dengan pengalaman minimal satu tahun, data yang dikumpulkan melalui Google Forms mengungkap temuan-temuan penting. Sikap terhadap kerja jarak jauh secara positif mempengaruhi konsentrasi selama kerja jarak jauh, yang kemudian meningkatkan kinerja kerja jarak jauh. Ketersediaan ICT lingkungan kerja dan faktor pendukung lainnya, serta fasilitas lingkungan kerja, berkontribusi positif terhadap kepuasan kerja jarak jauh. Selain itu, kepuasan kerja jarak jauh berkorelasi positif dengan kinerja kerja jarak jauh. Namun, studi ini menunjukkan bahwa kondisi lingkungan kerja tidak berpengaruh signifikan terhadap kepuasan kerja jarak jauh. Penelitian ini menekankan pentingnya tata kelola perusahaan yang disesuaikan dengan keterlibatan kerja jarak jauh karyawan back office di bank swasta. Mengakui pentingnya alat pendukung utama, fasilitas yang memadai, dan kondisi kerja selama kerja jarak jauh sangat penting. Hasil yang diharapkan adalah dampak pada konsentrasi, kepuasan, dan kinerja karyawan selama kerja jarak jauh, menekankan peran penting manajemen dalam mengoptimalkan praktik kerja jarak jauh.

Kata kunci: Remote Work Satisfaction, Remote Work Performance, Built Environment Facilities, Built Environment Working Condition

Introduction

The COVID-19 pandemic that has swept the world since 2019 has globally transformed people's lives, including significant changes in how they spend most of their time, as homes have turned into multifunctional spaces (Tleuken et al., 2022). During the pandemic, employee motivation has become crucial to coping effectively with extreme changes (Widianto & Rojuaniah, 2022). Uncertainty has created an unlimited situation, shifting workplaces from traditional face-to-face meetings to full-time virtual remote conferences, given the uncertainties related to the spread of this pandemic and unforeseen possibilities in the future (Matli & Phurutsi, 2023). Moreover, Indonesia has also been impacted by the COVID-19 pandemic in private and public companies, making remote or telecommuting believed to be one way to control the spread of COVID-19 while preventing greater damage to organizations (Anindita & Korompis, 2022). Working from home is the ability of employees to work in a flexible environment using technology, known as remote work, flexible workplace, telework, and e-working (Aspita & Edastama, 2023). Along with this, it has led everyone to adopt new ways of working (NWOW) practices, where human resource management practices have provided employees with more flexibility, autonomy, and freedom regarding when, where, how, and how much time they spend working, also known as remote work (Andrulli & Gerards, 2023).

In this context, remote work is defined as work that employees complete at home using information and communication technology to support flexible work practices (Ng et al., 2022). Through remote work, a method often associated with sustainability principles, resilience, and social benefits, companies not only provide flexibility but also open up job opportunities for individuals who may face constraints such as geographic distance, limited transportation access, disabilities, family commitments, or other reasons that prevent them from working at the company's central office (Mayer & Boston, 2022). However, remote work has generated both positive and negative perceptions among professionals transitioning from conventional work methods, with benefits such as reduced fatigue, improved work-life balance, and low levels of depression (Tleuken et al., 2022). Furthermore, the role of work-life balance is how individuals

balance their personal and work lives (Wardana & Rina Anindita, 2020). Additionally, remote work satisfaction refers to an individual's self-assessment of how much they like or dislike their job (Suderajat & Rojuaniah, 2021). Thus, the COVID-19 pandemic has accelerated pre-existing work trends, and most companies have now adopted work-from-home or remote work practices (Lund et al., 2021). Consequently, remote work has become commonplace, and this trend is expected to continue beyond the pandemic (Hagger et al., 2020).

Remote work is a mode of working from a distant location that can be done anywhere to accomplish job tasks. Within the category of remote work, the author is interested in analyzing the influence of Attitude Towards Remote Work (ATRW) on Concentration During Remote Work (CDRW) (Ng et al., 2022; Pokojski et al., 2022; Widarto & Anindita, 2018) and the impact of CDRW on Remote Work Performance (RWP) (Ng et al., 2022 Kahya, 2007). However, this study will add other supporting variables such as Built Environment Working Conditions (BEWC), Built Environment Facilities (BEF), and Built Environment ICT and Other Enablers Availability (BEIEA) on Remote Work Satisfaction (RWS) (Tleuken et al., 2022; Ramli, 2019; Mayer & Boston, 2022; Choi & Ha, 2018; Polder et al., 2018; Andrulli & Gerards, 2023; Sahito & Vaisanen, 2017; Basalamah & As'ad, 2021; Mittal & Rani, 2022; and Taheri et al., 2020). The relationship between RWS and its potential influence on RWP is supported by research conducted by (Han et al., 2022; Jalagat, 2016; Wright & Cropanzano, 2000; Gibbs et al., 2022; Sidabutar et al., 2016; and Battisti et al., 2022). Thus, as a research gap, the author connects RWS with RWP as the objective of engaging in remote work.

The urgency of this research is highly pressing in the context of the changing dynamics of modern work. Therefore, organizations need to innovate because this will affect the long-term success of the organization (Nurbaety & Rojuaniah, 2022). The COVID-19 pandemic forced many companies and individuals to quickly transition to remote work, making it essential to understand whether this is an effective long-term approach. This study is crucial because remote work has significant impacts on productivity, employee well-being, as well as business models, and corporate culture. Ongoing technological advancements also present new opportunities and challenges in remote work. Investigating factors such as the quality of the work environment (BEWC, BEF, BEIEA) proposed by (Tleuken et al., 2022), employee behavior (ATRW, CDRW) (Ng et al., 2022; Pokojski et al., 2022; and Andrulli & Gerards, 2023) and psychological impact on employees (RWS) can provide a deeper insight into how remote work conducted by employees can align with the expected outcomes for the company (RWP) (Liu et al., 2021). Thus, it can be a sustainable strategy in the ever-changing work landscape, leading to the conclusion that this research provides much-needed insights to help companies and individuals adapt to new ways of working that meet their needs and deliver significant benefits for achieving optimal job performance.

Theoretical framework and hypotheses

Theoretical background

Attitude towards remote work, or an individual's disposition influences the behavior of workers in remote work, where motivation and external support affect patterns of job-related behavior (Ng et al., 2022). However, the benefits of remote work, providing employees with greater freedom to determine when and where work is completed, achieving optimal work-life balance, increased productivity, and higher engagement with reduced stress and less travel (Ostapenko et al., 2022). Concentration during remote work is depicted when working remotely or engaging in remote work contributes to public health during the pandemic and enhances work-life balance and job performance; therefore, some aspects, such as maintaining focus and avoiding work-

related conversations at home, need further attention (Ng et al., 2022). In some situations, individuals may experience a loss of concentration during remote work when faced with cognitive tasks that require high mental effort, especially in the context of online meetings perceived as less relevant (Cao et al., 2021).

An ergonomic work environment and well-organized physical conditions, including appropriate temperature and low noise levels, can enhance employee job satisfaction and productivity. Conversely, unfavorable physical conditions such as high temperature, high humidity, dust, and noise at home can adversely impact work performance and the health of individuals working remotely (Birimoglu Okuyan & Begen, 2022). Additionally, this extends to work processes involving prolonged periods in the same interior space, especially for workers attending frequent meetings, emphasizing the importance of a comfortable environment in supporting the health and well-being of employees (Erdoğan & Kutsal, 2023). Workers who operate remotely typically use personal computers (laptops), the internet, and phones as their primary tools, and having good hardware is crucial because, at times, workers also require additional equipment such as headphones, microphones, and cameras, which companies usually provide for remote workers (Tleuken et al., 2022). Therefore, some groups of workers can easily adapt to the situation of working from home, while it is a much more challenging experience for others. For instance, while academics and linguists find it easier to adapt to working from home, other groups, such as teachers, face difficulties working remotely (Birimoglu Okuyan & Begen, 2022).

Furthermore, satisfied employees tend to engage in organizational behaviors that go beyond their job responsibilities and roles, as well as help alleviate the workload and stress levels of colleagues within the organization, while dissatisfied employees are inclined to be resistant to leadership and engage in counterproductive behaviors (Sidabutar et al., 2016). Moreover, remote work satisfaction is the positive feeling employees have toward the work they do and is the result of an assessment of their job characteristics (Ramli, 2019c). Moreover, remote work performance is the ability of the employee to access and manage various organizational resources to achieve the goals and targets of the organization (Abualoush et al., 2018). Furthermore, if an employee has organizational commitment and believes in the company's goals, their willingness to continue working for as long as possible and to be an integral part of the organization or company will increase (Ramli, 2019a). Therefore, remote work performance is an indicator of how well employees meet the job requirements performed remotely for a specific position (Unguren & Arslan, 2021)

Hypothesis development

Attitude towards remote work and concentration during remote work

Individual attitude significantly influences their behavior, a phenomenon explored in research by Pokojski et al., (2022) aiming to ascertain the extent of external motivation in altering job-related behavior patterns. This inquiry aligns with broader studies that effectively measure the impact of a company's stance on the implementation of remote work, revealing substantial and effective support provided to employees. Furthermore, the landscape of work underwent a paradigm shift due to the COVID-19 pandemic, fostering a positive reception of remote work by both companies and employees. Recognizing the potential to create a healthy work-life balance, enhance organizational performance, and reduce absenteeism, companies embraced the concept of remote work (Ng et al., 2022). The diverse attitudes individuals hold toward their work reflect their experiences, encompassing both pleasurable and challenging aspects within the realm of occupational health. This perception shift is encapsulated in the positive response to the need for

remote work, catalyzed by the pandemic, which has become a catalyst for creating a more balanced and flexible work environment (Widarto & Anindita, 2018). We hypothesize:

H1: Attitude Towards Remote Work Has Positive Impact on Concentration During Remote Work.

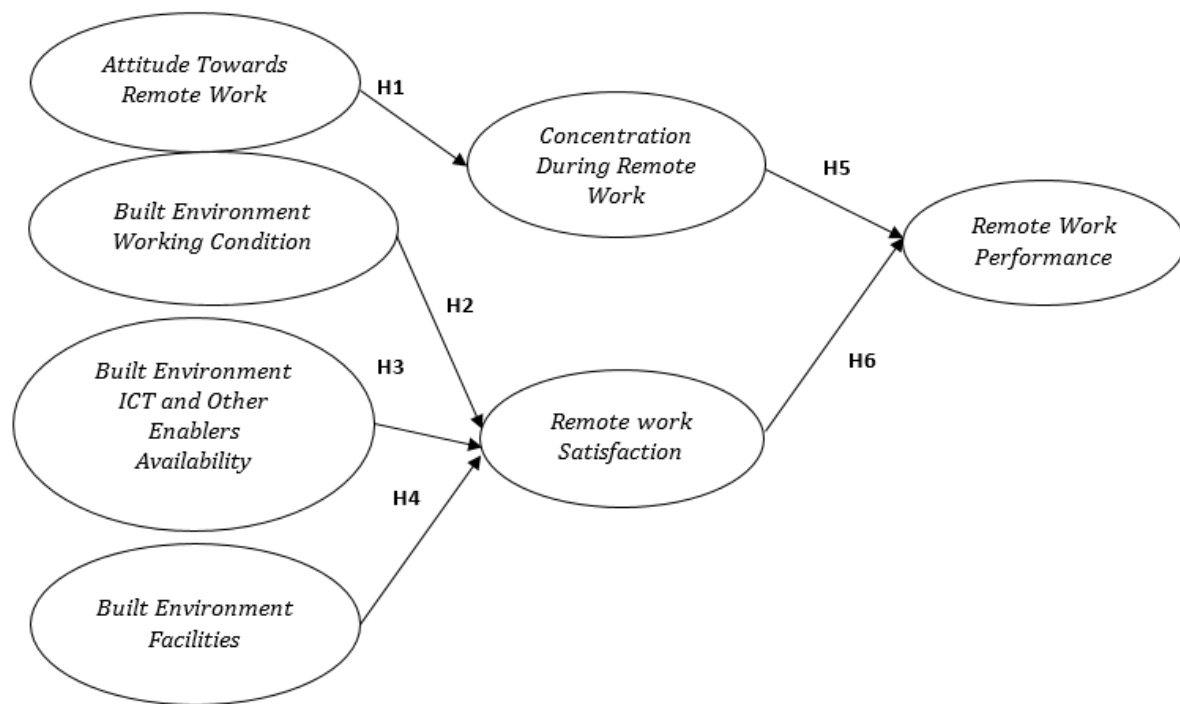


Figure 1.

Conceptual Framework

Built environment working conditions and remote work satisfaction

The inability to control environmental conditions in the workplace, including lighting, temperature, noise, and privacy, as well as sharing workspace with others, can lead to discomfort, disturbances, increased stress, and undesirable social interactions in Remote Work Satisfaction (Mayer & Boston, 2022). Additionally, the assessment of comfort based on factors such as light, noise, humidity, temperature, indoor air, comfortable workspace, and accessible greenery also influences remote work satisfaction (Tleuken et al., 2022). The available workspace is also a significant indicator of job satisfaction, as it affects the amount of auditory and visual privacy available to individuals (Mayer & Boston, 2022). Since workers spend a significant amount of their time in the workspace, feelings, and satisfaction with the workspace have a significant impact on work productivity and remote work satisfaction (Choi & Ha, 2018). With the improvement of the built environment working conditions, job satisfaction will increase. Therefore, communication should be made open between leaders and employees and among employees themselves, creating a sense of satisfaction that will positively impact performance (Ramli, 2019b). Thus, our hypothesis is proposed:

H2: Built Environment Working Condition Has Positive Impact on Remote Work Satisfaction

Built environment ICT and other enablers availability and remote work satisfaction

The availability of Built Environment ICT and Other Enablers is believed to make companies more flexible in facing economic shocks and more efficient in their processes, enabling employees to

increase their productivity and job satisfaction (Polder et al., 2018). In connection with this, the fear of employees when missing emails or any information from colleagues, managers, or clients can also influence the use of technology in the workplace or at home, negatively impacting well-being and motivation (Andrulli & Gerards, 2023). Continuous engagement with and the urge to respond to work-related messages coming from various ICT sources have been associated with lower psychological and physical health. Similarly, pervasive ICT and a constant sense of being connected are known causes of the technostress (Andrulli & Gerards, 2023). Furthermore, the level of remote work satisfaction with ICT can help facilitate the easy improvement of employees' abilities to use ICT, thereby enhancing their enjoyment. This is because when colleagues are pleased to participate in ICT programs to aid in communication, work, and finding answers to their questions, it can contribute to the overall satisfaction of remote work (Sahito & Vaisanen, 2017). Thus, our hypothesis:

H3: Built Environment ICT and Other Enablers Availability Has Positive Impact on Remote Work Satisfaction.

Built environment facilities and remote work satisfaction

Built Environment Facilities, which include work tools, ergonomic furniture, and accessible greenery, are selected indicators to assess comfort and ergonomics that potentially help improve employee satisfaction in remote work (Tleuken et al., 2022). The work environment, including a well-arranged layout, suitable classrooms, adequate facilities, good infrastructure, smooth communication, responsibility, and cooperation, has a significant impact on job satisfaction (Basalamah & As'ad, 2021). Additionally, the layout of furniture in the workspace can facilitate job satisfaction, social interaction, and work effectiveness (Mittal & Rani, 2022). Thus, all these parameters are categorized into physical components (satisfaction with office decor, desk position, and sanitation, as well as other physical conditions), social components (satisfaction with relationships with colleagues and superiors), safety components (satisfaction with job security and employee safety), and financial components (satisfaction with salary levels, motivational facilities, rewards, and logistical support) of the work environment (Taheri et al., 2020). Therefore, we hypothesize the following:

H4: Built Environment Facilities Have a Positive Impact on Remote Work Satisfaction.

Concentration during remote work and remote work performance

Remote work contributes to public health during the pandemic and enhances the balance between work-life, job performance, and Remote Work Performance, so employees must be able to apply Concentration During Remote Work despite disruptions at home. To stay focused on work, employees should avoid discussing work issues with family members and be prepared to face a higher workload when working remotely compared to working in the office (Ng et al., 2022). Furthermore, heavy workloads and uncomfortable conditions in the workplace, such as extreme weather, chemical odors, noise, poor lighting, vibrations, and dust, can directly or indirectly impact employee performance by reducing focus on tasks, causing low productivity, low quality, as well as physical and emotional stress, ultimately increasing costs (Kahya, 2007). However, once remote work is fully embraced as a new norm, time management-related measures can maximize employee productivity and lead to better remote work performance (Ng et al., 2022). So, we propose this hypothesis:

H5: Concentration During Remote Work Has Positive Impact on Remote Work Performance.

Remote work satisfaction and remote work performance

Ideally, Remote Work Satisfaction begins within the individual worker; when individuals are satisfied, they tend to work to the best of their capacity on an individual level and extend their efforts to the group, leading to organizational performance (Jalagat, 2016). Moreover, if employees feel content with their work, their performance will be high, whereas low job satisfaction automatically diminishes employee performance (Ramli, 2019a). Additionally, happy workers exhibit higher levels of remote work performance compared to their less happy counterparts (Wright & Cropanzano, 2000). Furthermore, employees report benefits such as shorter commutes, flexible working hours, and increased productivity (Gibbs et al., 2022).

Moreover, several studies argue that remote work has a positive impact on employee job satisfaction by offering greater flexibility in work schedules and facilitating collaboration and knowledge sharing (Battisti et al., 2022). On the other hand, aspects of remote work satisfaction, such as promotions, salary, working conditions, job autonomy, and the nature of the job, significantly influence the level of remote work performance (Putra et al., 2021). Satisfied employees are more likely to be engaged in organizations that can enhance productivity, while dissatisfied employees can affect the course of the organization in achieving its goals (Sidabutar et al., 2016). Thus, remote work satisfaction influences remote work performance, with increased satisfaction raising performance expectations and rewards. The relationship between satisfaction, productivity, and efforts to achieve effective performance is influenced by the type of reward system in which employees work, significantly impacting the correlation between satisfaction and performance (Pushpakumari, 2008). Thus, our hypothesis:

H6: Remote Work Satisfaction Has a Positive Impact on Remote Work Performance.

Methods

This study is a quantitative research with a Structural Equation Modeling - Partial Least Squares (SEM - PLS) approach. PLS was chosen as it is considered capable of analyzing complex measurement models involving a large number of constructs (Hair et al., 2017). Data collection in this study was conducted using a survey method by distributing online questionnaires via Google Forms. The measurements were carried out using a Likert scale with ratings from 1 to 5 (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree) to quantify variables and allow respondents the flexibility to select their specific choices.

Participant and procedure

The study commenced from September to November 2023, targeting the population of back-office employees in private banks in the Jabodetabek area, with an unknown exact number. Therefore, the sample selection method followed references Hair et al., (2017), suggesting a respondent range between 140 and 280. The author plans to collect a sample of 205, surpassing the minimum limit. The sampling technique utilized purposive sampling, characterized by selecting research samples specifically for the research purpose with target respondents predetermined by the author. The criteria for respondents in this study are (1) back-office employees in private banks, (2) those still engaging in remote work to now, (3) those working in the Jabodetabek area, which is the national economic center, and (4) having a minimum of one year of work experience.

Measure

The data collection for this study employed a survey method by distributing questionnaires online in the form of a Google Form. Measurements were conducted using a Likert scale with ratings from 1 to 5 (1 = strongly disagree, 2 = disagree, 3 = uncertain, 4 = agree, and 5 = strongly agree) to quantify variables and provide respondents the freedom to choose their specific options. The measurement of the Attitude towards the Remote variable consisted of eight statements adopted from Ng et al., (2022) and Andrulli & Gerards, (2023). The Built Environment Working Condition variable comprised five statements adopted from Tleuken et al., (2022). Meanwhile, the Built Environment ICT and Other Enablers Availability variable consisted of five statements adapted from Tleuken et al., (2022) and Andrulli & Gerards, (2023). The Built Environment Facilities variable consisted of three statements adopted from Tleuken et al., (2022). The Concentration During Remote Work variable comprised three statements adopted from Ng et al., (2022). The Remote Work Satisfaction variable consisted of six statements adopted from Tleuken et al., (2022), and the Remote Work Performance variable consisted of five statements adopted from Ng et al., (2022) and Han et al., (2022). Thus, the total number of measurements to be used is 35 (thirty-five) statements.

Data analysis procedures

The study's first validity and reliability testing were conducted using statistical software, focusing on outer loading and Average Variance Extracted (AVE) as indicators. An indicator is considered valid if its outer loading value exceeds 0.7 and AVE is greater than 0.5, according to the criteria proposed by Hair Jr. et al. (2017). The validity test results indicate that all indicators for the variables Built Environment Working Condition, Built Environment Facilities, Built Environment ICT and Other Enablers Availability, Concentration During Remote Work, and Remote Work Satisfaction meet the criteria, with outer loading values above 0.7 and AVE exceeding 0.5, confirming their validity. However, for the Attitude Towards Remote Work variable, only the ATRW8 indicator does not meet the validity criteria, with an outer loading value of 0.632, while the other indicators (ATRW1, ATRW2, ATRW3, ATRW4, ATRW5, ATRW6, ATRW7, ATRW9) are considered valid. Additionally, in the Remote Work Performance variable, one indicator, RWP6, does not meet the validity criteria, with an outer loading value of 0.692, while the other indicators (RWP1, RWP2, RWP3, RWP4, RWP5) are considered valid. The reliability test shows that both the composite reliability (CR) and Cronbach's alpha (CA) values exceed 0.7, ensuring their reliability.

Results and discussion

The survey in this research involved the participation of 205 respondents, consisting of 111 male respondents (54.2%) and 94 female respondents (45.8%). These findings indicate a higher preference among male respondents for remote work post-COVID-19 pandemic compared to female respondents. In terms of age groups, 49.8% of the respondents were aged 21-30, 40.0% were aged 31-40, 9.8% were aged 41-50, and 0.5% were aged 51-60. The analysis of this age group demographic indicates that individuals aged 21-30 are more inclined to favor remote work compared to respondents aged 31-40, 41-50, or 51-60. Regarding education, out of a total of 205 respondents, 83.4% were graduates of bachelor's degree (S1), 14.6% were graduates of master's degree (S2), 1.5% were diploma graduates, and 0.5% were high school graduates. Based on relationship status, there were 55.1% unmarried respondents, 44.4% married respondents, and 0.5% widowed/divorced respondents. This suggests that unmarried respondents tend to enjoy remote work more than respondents who are married or widowed/divorced, which may be

related to the tendency to discuss work-related topics with family members ensuring their validity.

Descriptive statistics

The data processing began with evaluating the validity and reliability of the 205 collected data points. The validity evaluation started by testing convergent validity, a concept that measures the validity of reflective indicators as representations of a dimension or latent variable by considering the outer loading and Average Variance Extracted (AVE) values of each indicator from the dimension. The initial output of the statistical software showed that all indicators for Built Environment Working Conditions, Built Environment ICT and Other Enablers Availability, and Built Environment Facilities, as well as eight indicators in the Attitude Towards Remote Work variable and five indicators in the Remote Work Performance variable, had outer loading values > 0.7 and AVE values > 0.5 , confirming their validity. Indicators that did not meet the validity criteria, one indicator from the ATRW variable and one indicator from the RWP variable, were removed during the bootstrapping stage in the subsequent statistical tests.

Table 1.

Respondent Profile (n=205)

Respondent Profile	Frequency	Percentage
Gender		
Male	113	53.80
Female	97	46.20
Age		
21-30	105	50.00
31-40	84	40.00
41-50	20	9.52
51-60	1	0.48
Working Period		
1-10	189	90.00
11-20	19	9.05
21-30	2	0.95
Student Status		
Senior High School	1	0.48
Diploma	3	1.43
Bachelor Degree	175	83.33
Master Degree	31	14.76
Marital Status		
Single	117	55.71
Married	92	43.81
Widowed	1	0.48
Total	205	100

Outer model evaluation

The next step was to test discriminant validity using the cross-loadings approach, which examines the loading value of an indicator on its latent variable and compares it with the loading value of the indicator on other latent variables. The statistical software output indicated that the loading

value of each indicator on its latent variable was higher than its loading value on other latent variables, meeting the discriminant validity criteria. The reliability test showed that the composite reliability (CR) values were > 0.7 and Cronbach's alpha (CA) values were > 0.7 , confirming the overall reliability of the indicators. The entire validity and reliability measurement process adhered to the method proposed by Hair Jr. et al. (2017). The complete results of the validity and reliability tests for the 34 indicators were considered valid and reliable.

Table 2.
Outer Model Evaluation (Validity and Reliability)

Variables	Cronbach's Alpha	Composite Reliability	AVE
ATRW	0,925	0,938	0,655
BEWC	0,898	0,937	0,832
BEIEA	0,904	0,928	0,720
BEF	0,902	0,927	0,719
CDRW	0,773	0,868	0,688
RWS	0,897	0,925	0,713
RWP	0,836	0,880	0,550

Source: Processed data by SmartPLS 3 (2023)

Note: Attitudes toward Remote Work (ATRW); Built Environment Working Conditions (BEWC); Built Environment ICT and Other Enablers Availability (BEIEA); Built Environment Facilities (BEF); Concentration during Remote Work (CDRW); Remote Work Satisfaction (RWS); Remote Work Performance (RWP)

Hypothesis testing

Based on the previous tests, indicators that did not meet the validity criteria, one from the ATRW variable and one from the RWP variable, were removed during the bootstrapping stage in the subsequent statistical testing. The next step was to test discriminant validity using cross-loading approaches, which checked the loading value of an indicator on a latent variable and the loading value of that indicator on other latent variables. The SmartPLS 3 output showed that the loading value of each indicator on the latent variable was higher than the loading value on other latent variables, meeting the discriminant validity requirements. Reliability tests indicated that the composite reliability (CR) > 0.7 and Cronbach's alpha (CA) > 0.7 , confirming the overall reliability of the indicators. The entire process of measuring validity and reliability followed the method proposed Hair et al., (2017). The complete results of validity and reliability tests for the 34 indicators considered valid and reliable can be found in Table 2.

After completing the outer model analysis (measurement model), the next step was to analyze the inner model (structural model) by starting with R-square tests for each equation. R-square is an indicator of the extent to which independent variables (exogenous) influence dependent variables (endogenous). R-square values are divided into three categories: strong, moderate, and weak. For example, an R-square of 0.75 is categorized as strong, 0.5 as moderate, and 0.25 as weak (Hair et al., 2019). Based on the SmartPLS 3 results, the R-square value for Concentration During Remote Work was 0.179, indicating that the influence of Attitude Towards

Remote Work on Concentration During Remote Work is 17.9%, classified as weak. This result suggests that around 82.1% of the variation in the CDRW variable cannot be explained by the ATRW variable or can be explained by other factors not included in the model.

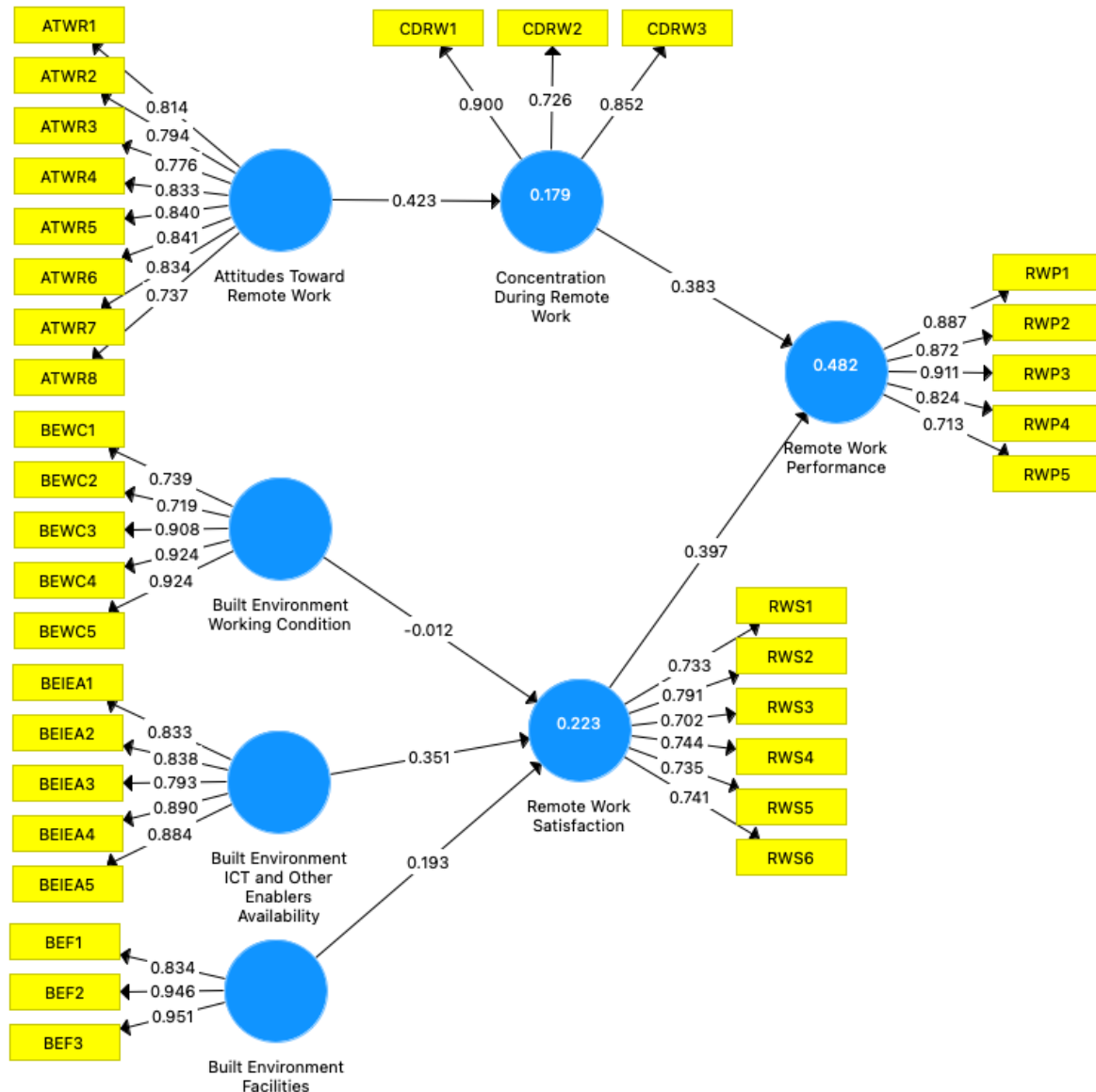


Figure 2.
SmartPLS 3 Result for Measurement Model

The R-square value for Remote Work Performance was 0.482, signifying that the influence of Concentration During Remote Work and Remote Work Satisfaction on Remote Work Performance is 48.2%, falling into the moderate category. This model is designed with sufficient strength to be a reference in the development of research constructs involving these three variables. Meanwhile, the R-square for Remote Work Satisfaction was 0.223, indicating that BEWC, BEIEA, and BEF collectively contribute 22.3% to RWS, classified as weak. This result indicates that about 79.7% of the variation in the RWS variable cannot be explained by the BEWC, BEIEA, and BEF variables and may be explained by other factors not included in the model. In the model fit test, an SRMR (standardized root mean square residual) value of 0.07 was obtained. The model fit is considered good if the SRMR value is less than 0.08. Based on this result, it can be

concluded that the model generated from this study has a good fit and can, therefore, proceed to hypothesis testing. In the hypothesis testing through bootstrapping, path coefficient values will be examined, including the original sample, T statistics, and P values, and the related results of this hypothesis.

Table 3.
Hypothesis Testing Results

Hypothesis	Relationship between Variables	Original Samples	f-squares	t-statistics	p-values	Conclusion
H1	Attitude Towards Remote Work → Concentration During Remote Work	0,423	0,218	4,814	0,000	Hyphotesis Accepted
H2	Built Environment Working Condition → Remote Work Satisfaction	-0,012	0,000	0,170	0,865	Hyphotesis Rejected
H3	Built Environment ICT and Other Enablers Availability → Remote Work Satisfaction	0,351	0,110	4,081	0,000	Hyphotesis Accepted
H4	Built Environment Facilities → Remote Work Satisfaction	0,193	0,033	2,104	0,036	Hyphotesis Accepted
H5	Concentration During Remote Work → Remote Work Performance	0,383	0,187	5,551	0,000	Hyphotesis Accepted
H6	Remote Work Satisfaction → Remote Work Performance	0,397	0,201	6,276	0,000	Hyphotesis Accepted

Source: Processed data by SmartPLS 3 (2023)

Discussion

This study asserts that hypothesis H1, which is the attitude towards remote work, has a positive impact on concentration during remote work. Back office employees in private banks, who continue to engage in remote work practices after the COVID-19 pandemic, report an increase in concentration during remote work when their attitude towards remote work is well satisfied. The emergence of the COVID-19 pandemic has altered perceptions of the working world, triggering a positive recognition of remote work by both companies and employees. This is welcomed because it can create a healthy work-life balance, improve organizational performance, and reduce employee absenteeism (Ng et al., 2022). Therefore, the effectiveness of company policies related to the decision to implement remote work has a significant impact on efficiency, productivity, and

concentration in providing support to employees (Pokojski et al., 2022). This is evidenced by employees taking the initiative to determine their work location while working remotely, enabling them to carry out remote work at home according to their preferences. This freedom demonstrates the flexibility given to employees to organize their work environment, providing an example of the changing paradigm of working autonomously in the era of remote work.

Furthermore, there is hypothesis H2 where the built environment working condition does not significantly affect remote work satisfaction. This means that back-office employees of private banks engaged in remote work do not consider the built environment working conditions they have during remote work as a parameter for achieving remote work satisfaction. This is because back-office employees of private banks, to attain remote work satisfaction, do not heavily weigh the comfort conditions of their home workspace since they are accustomed to that environment. Individuals can adapt to the existing environmental conditions in their homes, even if certain physical conditions may not be optimal; they can adjust and find ways to remain productive and satisfied with their work. Moreover, employees tend not to prioritize the comfort of their homes while working remotely, including the humidity levels. Therefore, this condition is not a concern because the home is a comfortable place for the employees themselves, and it does not significantly impact their ability to achieve remote work satisfaction. Additionally, considering the typically warm temperatures in the Jabodetabek area, employees likely already have adequate equipment in their homes, as homes are usually designed to be as comfortable as possible, not just for remote work but also for rest, meals, bathing, and other activities. Consequently, the temperature of the home is adjusted to be as comfortable as possible, making it a non-significant factor in achieving employee remote work satisfaction. Therefore, employees have already adapted to these conditions, as their homes are perceived as an environment that should provide comfort for them, whether they are engaged in remote work or not.

Limitations

Nevertheless, this study has several limitations that need to be addressed in the future. First, the survey was only focused on back-office employees in private banks. Second, this research only concentrated on respondents working in the Jabodetabek area, making it not generalizable. Therefore, for future research, it is recommended to involve employees from state-owned enterprises (BUMN) or other private sectors (not just banks) still engaged in remote work as research subjects, and consider incorporating other variables into the research framework, such as Workload, Social isolation, and Technostress, as done by Toscano & Zappalà, (2020) and (Aspita & Edastama, 2023).

Conclusion

Based on the research results, there are five hypotheses indicating positive relationships. The relationship between attitude towards remote work has a positive impact on concentration during remote work, and concentration during remote work has a positive impact on remote work performance. Additionally, built environment facilities and built environment ICT and other enablers availability have a positive impact on remote work satisfaction, and remote work satisfaction has a positive impact on remote work performance. However, in the context of this research, the role of built environment working conditions does not support data showing that this variable influences remote work satisfaction.

This study highlights how remote work implemented by employees remains highly relevant and effective even though the COVID-19 pandemic has passed, as all the efficiencies and

productivity generated by employees are still optimal even when not working from the office. Additionally, managerial governance should take into account the attitudes of back-office employees in private banks engaged in remote work by paying special attention to adequate primary supportive work tools and remote work facilities. This can enhance concentration during remote work, remote work satisfaction, and remote work performance for employees. This can also be supported by providing work facilities such as laptops, wifi vouchers, electricity vouchers, mobile phone credit, internet vouchers, lunch/snack/drink vouchers, supportive work devices, and other supporting work equipment.

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