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Moderating Gender in Work From Home Policy Implementation on State Civil Apparatus Performance using Multigroup Analysis

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ABSTRACT
The WFH (Work From Home) policy has significantly changed the work landscape, particularly within governmental institutions. As organizations grapple with implementing this policy, they must navigate newfound disruptions and adapt to a new way of working. Understanding how this policy is executed sheds light on its impact on employee performance and whether the implemented work system is suitable. This study analyzed the relationship between WFH policy implementation and various factors such as work productivity, work-life balance, and overall apparatus performance, with a subsequent examination of gender moderation. Data were collected through a Google forms survey from January to February 2023, targeting all East Java Region's BPS (Central Bureau of Statistics) Regency/City personnel. Results indicate that the WFH policy enhances employee performance and productivity, both directly and indirectly. However, it also appears to diminish work-life balance. Overall, no significant differences are observed between genders regarding the implementation of WFH, whether in terms of performance, work productivity, or work-life balance, either directly or indirectly. The WFH policy emerges as a viable solution, particularly during the pandemic, offering workplace flexibility and ensuring employee health security.

A. INTRODUCTION

The COVID-19 pandemic has accelerated digital mechanisms in all aspects of government and society (Galloway, 2020). There has been rapid progress in the context of digital technology, and the adoption of remote work systems has been carried out by many organizations around the world to maintain operational activities and increase flexibility during the lockdown due to the pandemic (Chatterjee et al., 2022). Many public and private

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organizations have provided the option to Work From Home (WFH) as an alternative to their work responsibilities during the pandemic (Febriani & Sopiah, 2022).

In Indonesia, the government has implemented a remote work system through the issuance of a Work From Home (WFH) policy, as stipulated in the Circular Letter of the Minister of State Apparatus Empowerment and Bureaucratic Reform (SE of the Minister of PANRB) Number 19/2020. This policy aims to adjust the work system of state civil apparatus to mitigate the spread of COVID-19 within government agencies. It serves as a directive for government entities to conduct official duties remotely from their homes. Over time, there have been policy dynamics surrounding WFH adapted to the status of COVID-19 transmission. This includes subsequent circulars like the SE of the Minister of PANRB Number 23/2021, which has undergone several amendments and remains an integral part of the latest policy, SE of the Minister of PANRB Number 06/2022.

Research indicates that WFH arrangements positively impact employee satisfaction and work productivity, enhancing performance (Chatterjee et al., 2022). WFH offers flexibility in completing tasks from home, with adequate workspace and technological support contributing to employee satisfaction and performance (Sarmijan et al., 2022). However, it also introduces challenges such as burnout due to increased workload, constant pressure, time management constraints (Kurata et al., 2022), and cultural issues like coordination difficulties, knowledge-sharing limitations, and reduced engagement (Rangarajan & Saranya, 2021). Furthermore, WFH may elevate work stress (Ray & Pana-Cryan, 2021), reduce work-life balance (Sandoval-Reyes et al., 2021), and lead to heightened work-family conflict (Ramya et al., 2022).

WFH represents a novel work experience, emphasizing the organization's role in enhancing employee productivity (Febriani & Sopiah, 2022; Sutarto et al., 2022). There's variation in WFH productivity across individuals and organizations, with educated and high-income employees exhibiting a slight decline in productivity when WFH (Morikawa, 2022). Notably, the most significant reduction is among those with young children, low-income earners, and those lacking a dedicated home workspace (Huls et al., 2022). Structurally positioned state civil apparatus demonstrate greater readiness for WFH than functionally positioned counterparts, and younger employees exhibit higher preparedness for remote work. Additionally, higher educational attainment correlates with increased WFH readiness, underscoring the importance of these factors in developing supportive systems for remote work productivity (Febriani et al., 2020). Competitive technologies can serve as a basis for management updates to facilitate productivity enhancements (Sirait & Murdianingrum, 2020).

WFH flexibility fosters work-life balance, positively impacting job satisfaction and performance, thus benefiting organizational welfare (Davidescu et al., 2020). Work-life balance quality, burnout, and workload during WFH significantly influence work-life balance (Mochtar & Susanti, 2022). A balanced work-life equilibrium improves employee performance (Sarmijan et al., 2022) and job satisfaction during WFH (Kowalski et al., 2022; Efendi et al., 2020). However, WFH can also disrupt work-life balance by blurring the lines between work tasks and personal activities, leading to role ambiguity and heightened job responsibilities, resulting in employee burnout (Mores, 2022; Palumbo, 2020).

Gender contributes to its role in implementing WFH. Proven gender moderates the influence of work-life balance, WFH, and compensation on employee performance (Sarmijan et al., 2022). Gender differences significantly impact the stress level during WFH, with stress affecting males' productivity higher than females' (Sandoval-Reyes et al., 2021). Gender also influences the disparity in work-family conflict experienced during WFH. For men, this conflict often stems from job insecurity, whereas for women, it is usually attributed to traditional gender role ideologies (Ramya et al., 2022).

Job disruptions due to the COVID-19 pandemic have caused a situation that researchers are still exploring, requiring a careful and thorough investigation (Mehta, 2022). While WFH

arrangements during the pandemic have posed numerous challenges for workers, they have also reshaped traditional work practices, offering the potential for future work environments (Vyas & Butakhieo, 2021). Assessing the implementation of WFH policies amid a pandemic can provide essential insights for organizations and governments in formulating appropriate work system policies (Susilo, 2020). Therefore, researchers are intrigued by the analysis of WFH policy implementation within the state civil apparatus and its impact on performance, including potential gender-based differences. This study aims to examine and understand the relationship between the implementation of WFH policies and apparatus performance, mediated by work productivity and work-life balance. Additionally, the study seeks to explore gender moderation through multigroup analysis.

B. LITERATURE REVIEW

Work From Home

For four decades, WFH has been described in diverse terms: flexible workplace, remote working, telecommuting, e-working, and telework (Vyas & Butakhieo, 2021). WFH is a work arrangement used to perform work flexibly and automatically, which refers to work done at home, regardless of whether the individual doing the result is an employee of an organization or self-employed (Febriani & Sopiah, 2022; Wolor et al., 2021). WFH is a form of remote work without being restricted by normal working hours and is characterized by a better work-life balance and high mobility (Azmy et al., 2022). Removing the limitations of working space and time is one alternative to achieving organizational efficiency, and the presence of work flexibility can contribute to reducing the gender gap in the workplace (Angelici & Profeta, 2021).

Public Policy Implementation

Policy implementation represents a critical stage in policymaking, during which responsible actors and institutions implement a policy. This stage involves the technical conversion of policy outputs into policy outcomes (Knill & Tosun, 2020). On Anggara (2014), Grindle contended that implementation is the primary and pivotal phase in the policy process. Implementation commences after goals and objectives have been established, activity programs have been devised, and funds have been allocated to achieve the set targets. This perspective is supported by Edwards III, who positions implementation as an intermediary stage between policy formulation and realizing policy outcomes (outputs, outcomes). Implementation activities encompass planning, budgeting, organizational structuring, staffing, negotiations, and other pertinent tasks. Furthermore, Ripley & Franklin on Anggara (2014) asserted that implementation ensues following the enactment of legislation, thereby conferring authority for executing a program, policy, benefit, or tangible output.

Factors Affecting Successful Public Policy Implementation

Edwards III posited that policymakers' decisions would not be successful without effective implementation. Therefore, four interconnected factors influence policy implementation (Anggara, 2014). (1) Communication, public policy information must be effectively conveyed to implementers to ensure a clear understanding of what must be prepared and executed for successful policy implementation, thereby achieving policy objectives. Effective communication of policies encompasses three key aspects: transmission, clarity, and consistency. Transmission refers to the prerequisite understanding of the policy by implementers before execution, facilitated through clear communication and issuance of implementation directives. Effective transmission is vital to prevent misunderstandings or

distortions in policy delivery, which may arise due to the complexity of bureaucratic channels. Clarity entails the unambiguous communication of policy instructions, including timing and execution procedures, to avoid confusion or ambiguity among implementers. Policies must be articulated clearly to facilitate seamless implementation. Consistency in policy communication ensures uniformity and minimizes interpretation discrepancies among implementers, thereby promoting coherence in policy execution. (2) Resources, resources play a crucial role in achieving effective implementation. Even with accurately transmitted, clear, consistent policy instructions, inadequate resources can hinder performance. Resources encompass staffing, information, authority, and facilities. Adequate staffing with appropriate capabilities is essential to meet policy implementation needs. Insufficient or incompetent staff can contribute to implementation failures. Information availability aids implementers in understanding and complying with policy requirements, while authority delineates the power to execute established policies—facilities and infrastructure support smooth policy implementation. (3) Disposition, the effectiveness of the implementation of a policy will not be achieved only by adequate communication and resources but also by a willingness and commitment from the implementers to carry out the policy. The willingness and commitment of implementors are influenced by the implementer's cognition, direction, and response and the intensity of the implementing response. Awareness is how far the implementer understands the policy. Implementation directives and responses include acceptance, impartiality, or rejection of implementers in responding to policies. (4) Bureaucratic Structure, the working mechanism created to manage policies requires the implementation of Standard Operating Procedures (SOP), which regulate workflow between implementers.

Work-Life Balance

Work-life balance involves balancing work demands and non-work activities to prioritize personal well-being (Kowalski et al., 2022). The concept of work-life balance is accepted as a positive sign, which, in some areas, can increase job satisfaction. While promoting job satisfaction, disruptions to work-life balance and increased work stress may occur, particularly with the shift to remote work environments (Irawanto et al., 2021). Fisher et al. (2009) argued that work-life balance indicators include Work Interference With Personal Life (WIPL) and Personal Life Interference With Work (PLIW), assessing the extent of interference between work and personal life domains.

Work Productivity

Productivity is the comparison between the result (output) and the input. High productivity will increase efficiency (material-time-labor), production techniques, work systems, and job skills. According to Schermenharn (2003), productivity results from measuring performance by considering the resources used, including human resources. Furthermore, Sinungan (2003) suggested that work productivity is the ability of a person or group of people to produce goods and services that have been planned within a certain period. Busro (2018) argued that work productivity indicators are the effectiveness leading to maximum work achievement (quality, quantity, time) and efficiency in comparing the input and the realization of the work performed.

Employee Performance

Performance entails the execution and refinement of job responsibilities to achieve desired outcomes. Employee performance is defined as the ability of employees to fulfil assigned tasks (Sinambela, 2016). According to Robbins et al. (2017), employee performance is influenced by the interaction between ability and motivation; inadequate levels of either factor can negatively impact performance. Bernardin & Russel (2011) categorized employee performance into several dimensions: quality, quantity, timeliness, cost-effectiveness, need for supervision,

and interpersonal impact. Quality refers to tasks completed by ideal standards or expectations, while portion measures the output realized. Timeliness assesses the completion of activities within specified timeframes, and cost-effectiveness evaluates resource utilization efficiency. The need for supervision reflects employees' independence in task execution, and interpersonal impact assesses their collaboration and positive interactions with colleagues. These dimensions provide a comprehensive framework for assessing and evaluating employee performance across various domains.

Gender

Schermenharn (2003) defined gender as an analytical category for drawing demarcation lines between biological sex differences and how these are used to inform behaviour and competence, which are then identified as 'masculine' or 'feminine'. Stivers (2002) argued that the importance of a feminist perspective on public administration is because the profession is feminine in its most literal sense. Women will continue to face the choice of accepting marginalization within the bureaucratic hierarchy and adopting a masculine administrative identity as long as public administration is seen as genderless. In the context of work, work flexibility can contribute to reducing gender gaps in the workplace (Angelici & Profeta, 2021).

C. METHOD

Data Collection

This study employed a quantitative approach to test and analyze the relationship between WFH policy implementation and state civil apparatus performance mediated by work productivity and work-life balance and moderated by gender. This research was conducted in all BPS regencies and cities in the East Java region. This location was chosen because East Java is one of the BPS task areas most affected by COVID-19, and regencies or cities are the lowest bureaucratic level at the Central Statistics Agency. The respondents were employees with more than three years of tenure and were not administrative officials. The population for this study comprised all personnel within the BPS Regencies and Cities in the East Java Region. The sampling was selected using the Yamane formula with a precision value of 5%, resulting in a total sample size of 283 employees. Data was collected by administering a questionnaire via WhatsApp groups and official email of all work units from January to February 2023 to all BPS Regency/City personnel in the East Java Region. Respondents' answers were measured using a five-point Likert scale of 1 being "strongly disagree", number 2 being "disagree", number 3 being "neutral", number 4 being "agree", and number 5 being "strongly agree."

Pre-research instrument tests were conducted on 30 respondents using Pearson's Product Moment Correlation method with a significance level of 5% and Cronbach's Alpha using SPSS 29. The results indicated that 52 out of 59 items were deemed valid, with all four variables demonstrating high reliability.

WFH policy implementation was measured using nineteen statement items from four indicators based on Edwards III. Work-life balance was assessed using 11 statement items adapted from Irawanto et al. (2021), while work productivity was measured using 11 statement items adapted from Wolor et al. (2021). Employee performance was measured using 11 statement items adapted from Azmy et al. (2022). Additionally, gender, treated as nominal data, was measured with categories 1 for "male" and 2 for "female".

Data Analysis

The analytical technique employed in this study was the Partial Least Squares-Structural Equation Modeling (PLS-SEM) using Smart PLS 3. The evaluation of the PLS-SEM model

consists of two stages: the measurement model, which illustrates the relationships between latent variables and their indicator variables, and the structural model, which depicts the relationships between latent variables (Hair et al., 2019). In assessing the measurement model, outer loading examination, internal consistency reliability evaluation using composite reliability, assessment of convergent validity for each construct size using Average Variance Extracted (AVE), and discriminant validity assessment using Heterotrait-Monotrait (HTMT) are conducted (Henseler et al., 2015). For the evaluation of the structural model, colinearity tests, determination coefficient (R^2) values, effect size (f^2), predictive relevance (Q^2), and significance of path coefficients are considered. Additionally, the researchers employed a Multigroup Analysis (MGA) approach (Cheah et al., 2020) to examine gender moderation, aiming to ascertain whether differences exist in the results between male and female groups within the proposed model. MGA test results are analyzed based on Path Coefficients on PLS-MGA, Parametric Test, Welch-Satterthwaite Test, and comparison of Bootstrapping results between groups.

Hypothesis

H1: Implementing the WFH policy is positively related to the apparatus performance of the BPS East Java Region.

WFH impacts employee performance positively. Granting employees the autonomy to execute office tasks from home, facilitated by sufficient space and information technology support, fosters satisfaction and comfort, enhancing their performance (Sarmijan et al., 2022). The WFH policy, particularly during the new normal or amid the COVID-19 pandemic, has shown a significant positive effect on employee performance (Febrianty et al., 2021; Mardianah et al., 2020; Silalahi et al., 2021; Anomsari et al., 2021; Fauzi et al., 2022; Lubis & Syaifuddin, 2022).

H2: Implementing the WFH policy is positively related to the apparatus work productivity of the BPS East Java Region.

WFH significantly influences employee productivity directly and indirectly during the pandemic (Fauzi et al., 2022; Subari & Sawitri, 2022).

H3: The WFH policy implementation is negatively related to the apparatus work-life balance of BPS East Java Region.

WFH reduces work-life balance (Sandoval-Reyes et al., 2021). WFH harms work-life balance because it overlaps professional and personal lives. Hence, the ambiguity of roles between work duties and personal activities gives rise to contamination, intensification and extensibility of work and non-work efforts, increasing employee burnout (Palumbo, 2020; Mores, 2022).

H4: There is a relationship between the WFH policy implementation and apparatus performance in the BPS East Java Region by mediating work productivity.

The remote work system in the context of WFH impacted employee productivity, triggering performance improvements (Chatterjee et al., 2022).

H5: A relationship exists between the WFH policy implementation and apparatus performance in the BPS East Java Region through work-life balance mediation.

WFH positively influences employee work-life balance (Kowalski et al., 2022). Work-life balance affects employee performance. With a balanced personal and work life, it will affect the improvement of employee performance (Sarmijan et al., 2022). The different mediations

display that the relationship among remote work with distinct consequences will become highly complicated and enable the opportunity to figure out different mediations (Sandoval-Reyes et al., 2021).

H6: Gender significantly moderates the relationship between WFH policy implementation and work productivity, work-life balance, and apparatus performance in the BPS East Java Region.

Gender moderates the effect of work-life balance and WFH on employee performance (Sarmijan et al., 2022). Significant gender moderation effects occur when working remotely both partially, competitively and complementarily (Sandoval-Reyes et al., 2021). The final conceptual model is shown in Figure 1.
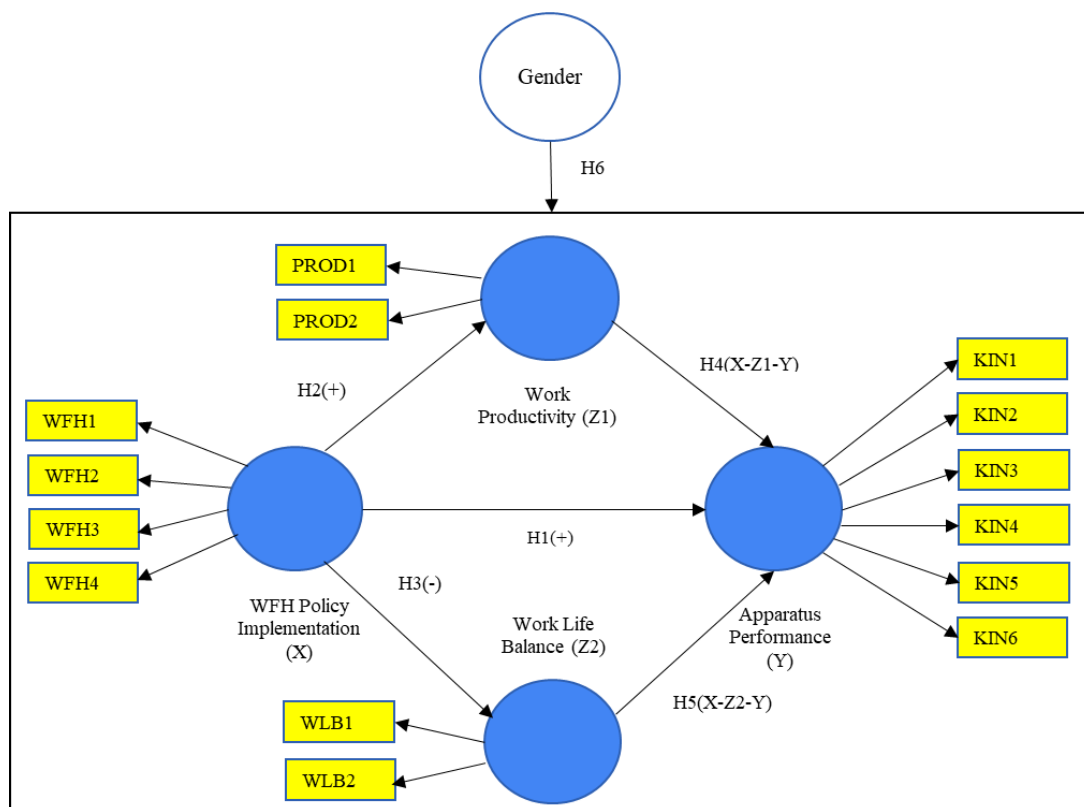
(Source: Analysis by the Authors, 2022)
Figure 1. Conceptual Model

D. RESULT AND DISCUSSION

Measurement Model Evaluation

Outer loading describes the correlation between an indicator and its construct, with an acceptable value > 0.7. The reliability of internal consistency was assessed using Composite Reliability (CR) where the accepted value is > 0.7, or in other words, the value of Dillon Goldstein's rho > 0.7 is viewed by a block indicator as unidimensional (Hair et al., 2019). The convergent validity of each construct size was evaluated by Average Variance Extracted (AVE) to explain how large a construct or latent variable can explain its indicators variance, with the AVE value > 0.5 being acceptable (Hair et al., 2014). The measurement results for all indicators in this study reached the reference values, indicating that all constructs met the reliability and validity requirements (Table 1).

Table 1. Measurement Model: Reliability and Validity

Variable	Outer Loading	Cronbach's Alpha	rho_A	Composite Reliability	AVE
WFH Policy Implementation (X)		0.897	0.927	0.928	0.763
WFH1	0.768				
WFH2	0.904				
WFH3	0.906				
WFH4	0.909				
Apparatus Performance (Y)		0.936	0.939	0.949	0.758
KIN1	0.881				
KIN2	0.901				
KIN3	0.841				
KIN4	0.850				
KIN5	0.866				
KIN6	0.881				
Work Productivity (Z1)		0.884	0.916	0.945	0.895
PROD1	0.958				
PROD2	0.934				
Work-Life Balance (Z2)		0.766	1.305	0.877	0.783
WLB1	0.789				
WLB2	0.972				

Source: Data Analysis by the Authors, 2023

Discriminant validity assessment was done by HTMT analysis. HTMT evaluates discriminant validity at the variable level by comparing heterotrait-heteromethod correlations (the mean correlation between different variable measurement items) and Monotrait-Heteromethod correlations (the correlation between items measuring the same variable). HTMT is particularly effective for assessing discriminant validity at the variable level due to its high sensitivity. An HTMT value below 0.85 indicates an acceptable discriminant fact, while values below 0.9 are still justifiable for use (Henseler et al., 2015). The analysis results demonstrate that the HTMT criteria are met, concluding that the model construct exhibits discriminant validity (Table 2).

Table 2. Discriminant Validity Assessment of The Measurement Model Using HTMT

Construct	WFH Policy Implementation (X)	Apparatus Performance (Y)	Work Productivity (Z1)	Work-Life Balance (Z2)
WFH Policy Implementation (X)				
Apparatus Performance (Y)	0.845			
Work Productivity (Z1)	0.737	0.890		
Work-Life Balance (Z2)	0.227	0.247	0.159	

Source: Data Analysis by the Authors, 2023

Structural Model Evaluation

The structural model was assessed following the guidelines outlined by Hair et al. (2014). Collinearity was examined through the Variance Inflation Factor (VIF), with values ranging

between 0.2 and 5 considered acceptable. The determinant coefficient (R^2) was analyzed to gauge the model's predictive accuracy, with an R2 value of 0.75 indicating high accuracy, 0.50 medium accuracy, and 0.25 low accuracy. Effect size (f^2) was evaluated, where a value of 0.02 suggests a low effect, 0.15 a moderate effect, and 0.35 a large effect of the exogenous variable on the endogenous variable. Predictive relevance (Q^2) was assessed using Blindfolding, with Q^2 values > 0 for reflective endogenous latent variables indicating the predictive relevance of the model. Path coefficients' significance for hypothesis testing was determined by examining the original sample: positive coefficients signify an influential relationship between latent variables, and p-values < 0.05 or t-value > 1.96 indicate a significant influence. The results of the structural model evaluation are presented in Table 3.

Table 3. Structural Model Evaluation

Hypothesis	VIF	Path Coefficient	t-Value	p-Value	f^2	R^2	Q^2
H1 (X → Y)	1,929	0.433	8.344	0.000	0.449	0.783	0.583
H2 (X → Z1)	1,000	0.686	16.598	0.000	0.891	0.471	0.410
H3 (X → Z2)	1,000	-0.219	3.502	0.000	0.051	0.048	0.031
H4 (X → Z1→ Y)		0.351	8.866	0.000			
H5 (X → Z2 → Y)		0.015	1.847	0.065			

Source: Data Analysis by the Authors, 2023

Based on the VIF value, the collinearity test showed that all constructs met the criteria, indicating no multicollinearity among the variables. The direct effect of WFH policy implementation on apparatus performance (X→Y) is positive and statistically significant (β = 0.433; t = 8.344; $p<0,05$), supporting H1. Likewise, the WFH policy implementation on work productivity (X→Z1) has a positive direct effect and is statistically significant (β = 0.686; t = 16.598; $p<0.05$). Thus, H2 is supported. Also supporting our H3, the direct effect of WFH policy implementation on work-life balance (X→Z2) is negative and statistically significant (β = -0.219; t = 3.502; $p<0.05$). The indirect effect of WFH policy implementation on apparatus performance-mediated work productivity (X→Z1→Y) is positive and statistically significant (β = 0.351; t = 8.866; $p<0.05$), supporting H4. Contrary to our hypothesis, WFH policy implementation on apparatus performance-mediated work-life balance (X→Z2→Y) has a positive effect but is not significant (β = 0.015; t = 1.847; $p>0.05$). Thus, H5 is not supported.

The model's predictive accuracy is significant, particularly regarding apparatus performance, where implementing the WFH policy explains 78.3% of the variance. However, other aspects show lower predictive accuracy, with variance in work productivity and work-life balance at only 47.1% and 4.8%, respectively. Furthermore, concerning the effect of the WFH policy implementation construct on all endogenous constructs, the most substantial impact is observed on work productivity (89.1%). In comparison, the influence on apparatus performance and work-life balance is moderate at 44.9% and 5.1%, respectively. Based on the obtained Q^2 values, it is concluded that all reflective endogenous latent variables indicate the proposed model's relevance.

Multigroup Analysis

Finally, to examine gender moderation in this study, a multigroup analysis was conducted. The confidence interval method employed a Bias-Corrected and Accelerated (BCa) Bootstrap, with a two-tailed test at a significance level of 0.05 and a bootstrapping subsample of 5000.

The results of multigroup analysis, including PLS MGA, Parametric, and Welch-Satterthwait tests, all indicated p-values > 0.05.

These findings suggest that no significant differences were observed between men and women in any relationships between constructs, either directly or indirectly, thus failing to support H6. Although not statistically significant, effective WFH policy implementation appeared to have a greater impact on women's performance (50.5%) compared to men's (39.5%) while enhancing men's work productivity (69.9%) more than women's (67.5%). Additionally, it seemed to disproportionately reduce women's work-life balance (31.3%) compared to men's (16.5%). Furthermore, regarding the indirect relationship, implementing the WFH policy through work productivity enhanced men's performance (38%) more significantly than women's (31.3%). Conversely, improving women's performance (1.3%) was slightly more significant than men's (0.9%) through work-life balance.

Table 4. Multigroup Analysis

Relationships	Path Coefficients			PLS MGA	Parametric Test		Welch-Satterthwaite Test	
	Differences Male vs. Female	Male	Female	*p*-Value	*t*-Value	*p*-Value	*t*-Value	*p*-Value
X-Y	-0.110	0.395	0.505	0.255	1.094	0.275	1.142	0.256
X-Z1	0.024	0.699	0.675	0.715	0.312	0.755	0.338	0.736
X-Z2	0.149	-0.165	-0.313	0.262	1.053	0.293	1.013	0.313
X-Z1-Y	0.067	0.380	0.313	0.358	0.852	0.395	0.919	0.360
X-Z2-Y	-0.004	0.009	0.013	0.819	0.236	0.814	0.218	0.828

Source: Data analysis by the authors, 2023

Discussion

The results of the analysis reveal that the implementation of the WFH policy has an impact on improving apparatus performance directly. These findings support the results of previous studies (Sarmijan et al., 2022; Sutarto et al., 2022; Febrianty et al., 2021; Mardianah et al., 2020; Fauzi et al., 2022; Silalahi et al., 2021; Anomsari et al., 2021; Lubis & Syaifuddin, 2022; Wolor, et al., 2021). The policy also increases work productivity, aligning with previous studies (Subari & Sawitri, 2022; Sirait & Murdianingrum, 2020; Fauzi et al., 2022). However, our results also support the notion that implementing the WFH policy leads to decreased work-life balance among apparatus (Palumbo, 2020; Sandoval-Reyes et al., 2021; Mores, 2022). Indirectly, the WFH policy implementation has been shown to impact work productivity, thereby triggering an increase in apparatus performance, consistent with Chatterjee et al. (2022). These findings contradict those of Kowalski et al. (2022) and Sarmijan et al. (2022), indicating that WFH does not improve apparatus performance despite supporting apparatus work-life balance.

Regarding gender, our results diverge from those of Sarmijan et al. (2022) and Sandoval-Reyes et al. (2021), whose research suggests that gender moderates the implementation of WFH on employee performance and work productivity, respectively. This study found no significant differences between men and women in all relationships between constructs, either directly or indirectly. This implies that gender may or may not moderate policy implementation, depending on respondent characteristics and the research study's object. However, the notion of gender playing no differentiating role within the WFH framework may contribute to a broader perspective on gender at work. Overall, the WFH policy is a viable solution during the pandemic, providing workplace flexibility and employee health security. Although it reduces work-life balance, apparatus performance and productivity continue to increase.

E. CONCLUSION

The WFH policy brings about a transformation in the work environment, particularly within government settings. State civil apparatuses have had to navigate novel work disruptions and adjust to this new operational paradigm. Assessing its implementation within the state civil apparatus's work environment is crucial to understanding its impact on employee performance and the suitability of the implemented work system. This study investigates the relationship between WFH policy implementation and state civil apparatus performance, mediated by work productivity and work-life balance, with additional testing for gender moderation.

The findings indicate that the WFH policy consistently enhances state civil apparatus performance and productivity, both directly and indirectly, albeit at the expense of reduced work-life balance. Notably, no significant differences were observed between men and women in all examined relationships, directly or indirectly. This suggests a potential absence of gender-based disparities within the WFH framework, contributing to a broader understanding of gender dynamics in the workplace.

Moreover, the WFH policy emerges as a commendable solution during the pandemic, offering workplace flexibility and bolstering employee health security. While this study employed category moderation variables and multigroup analysis techniques with limited samples, future research could consider continuous moderation or permutation analysis techniques with larger sample sizes. Such endeavours would enrich our understanding of the nuanced dynamics within WFH policy implementation.

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