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Navigating digital nomad : Ensuring Suistainable Employee Perfomance

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Abstract

Even though it has passed, the Covid-19 phenomenon has changed the general work order where many organizations have implemented a total hybrid and WFA work system. This phenomenon has given birth to the digital nomad trend, including in Indonesia, especially in two big cities, Jakarta and Bali. Based on this phenomenon, this study aims to see the sustainability of digital nomad employee performance in carrying out tasks and realizing organizational goals. This study aims to see the effect of work from anywhere, e-training, e-leadership, communication and motivation variables on employee performance. This research will be conducted quantitatively using a sample of 400 digital nomad employees residing in Bali. Respondents were selected randomly using the Non Probability Sampling Analysis Model with the Purposive Sampling technique. The research data in the form of a questionnaire was distributed via Google Form. Data processing from the results of this study used smart PLS. The results of this study indicate that work from anywhere, e-training and communication have a positive effect on employee performance through motivation mediation. Meanwhile, e-leadership has a negative effect on employee performance through

Kevwords

Job performance, Motivation, E-training, E-Leaership Work from anywhere, Communication

INTRODUCTION

The Covid-19 pandemic is considered a blessing in disguise because it encourages organizations to adapt to technological development trends and apply them in work and business (Amankwah-Amoah et al., 2021).The development of technology and the Covid-19 pandemic for three years have actually accelerated the work system order in many industries (Chin et al., 2023). Accustomed to working with a virtual team system during the pandemic, organizations continue to implement a full remote work system or at least a hybrid system after the pandemic passes (Malhotra, 2021). From the perspective of workers themselves, now many individuals among Gen-Z and late millennials choose a full digital or hybrid work system because of considerations of time flexibility (Anggarini, 2022). So it is not surprising that many of them choose to become freelance workers, blue collars, entrepreneurs in the micro, small and medium business class with considerations of time and place flexibility and work passion (Ly Phi et all, 2023). The increasing desire to work full-time digitally has kept the trend of digital nomad workers high even though the Covid-19 pandemic has passed (Holleran, 2022).

The existence of digital nomad workers in Indonesia itself has increased after the Kitas passport was launched (Tempo, 2022). Most digital nomad workers land in the Bali area and its surroundings to realize a sustainable slow-living lifestyle where they can work and travel at the same time (Kompas, 2022). The existence of digital nomad workers, both local and expatriate, certainly opens up new opportunities in the economic movement of local residents. Many native

Balinese have developed various businesses, from lodging to co-working spaces to welcome full digital workers (Rahayu et al., 2021)

Seeing the interest in working with a system like this continues to increase, of course it opens up questions about how to maintain the performance of these digital nomad employees. Employee performance itself is a multidimensional variable, meaning it is influenced and affects many other variables at the same time (Tran C Järvinen, 2022). Employee performance management has always been a concern of organizations because it reflects the effectiveness of the organization in achieving success (Azhar et al., 2024). Employee performance can be more optimal if employees find motivation to excel and benefit the organization (Formenky, 2015). Both internal and external motivation makes employees feel happy with their work so that they are motivated to give their best performance (Ganta, 2014).

In the case of digital nomad workers who have a digital work system, the application of e-training and e-leadership are some of the main factors that are highlighted and believed to have a positive impact on Digital Nomad employees (Wolor et al., 2020). As technology advances, organizations have the resources to reach and educate many employees in various parts of the world flexibly while saving employee training costs through e-training (Selase C Avenorgbo, 2021). E-training is a derivative of e-learning where the implementation of both utilizes specific methods and technologies in order to transfer knowledge to various parties in a short time (Ramayah et al., 2012). Although initially e-training was applied to save time and costs, if carried out with the right supervision method it can have a positive impact on employee performance to help achieve organizational goals (Al hila et al., 2017). Looking deeper, with the support of increasing information and technology, e-leadership practices can help organizations achieve their goals just like traditional leadership practices (Iriqat C Khalaf, 2018).

E-leadership can help monitor and improve employee performance remotely at critical times as long as the communication process is maintained. (IAŁKOWSKA-FILIPEK et al., 2023). Intensive communication helps foster relationships between leaders and employees so that employee performance can be stable and company goals can be achieved (Baek, 2019). By considering the above factors, it is expected that employee performance can be managed and improved, even though they work remotely in a place of their choice (Choudhury et al., 2021). Regardless of the results of previous studies, it is important to understand how to manage and foster employee performance even though there is little or no face-to-face contact. The findings of this study can contribute to the development of effective strategies in employee management in organizations that implement hybrid or full-time digital systems. The research on remote management is reviewed from the factors of motivation, e-training, e-leadership, communication and work from anywhere. Another limitation of the research is that it is based on job type and region, not a case study in just one organization.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Job Perfomance

As one of the critical factors influencing the sustainability and success of an organization, employee performance is one of the main concerns of the organization (Abdulkarem C Jameel, 2019).The accumulation of overall employee performance will determine the level of organizational performance in everyday life (Phuong, T. T; Nguyen, 2022). As a multidimensional variable, employee performance is influenced by various factors both inside and outside the scope of the organization (Akintunde-Adeyi et al., 2023). Factors within the scope of the organization include the leadership style of superiors, working relationships between employees, and the environment in which employees work. While factors outside the organizational environment can be internal factors within employees including skills, competence, motivation, attitude and personality (Lestary C Harmon, 2017) In general, employee performance can be defined as a measuring tool and analysis of the accumulation of employee performance in contributing to productivity and achieving organizational goals (Jain C

Daniel K, 2015). Employee performance also reflects an employee's responsibility in carrying out tasks both in terms of quantity and quality (Ferawati, 2017). Employee performance can also be interpreted as the process of organizational evaluation of employees by paying attention to various criteria set to see the extent of employee abilities and responsibilities in carrying out assigned tasks (Abdullah, M, 2014). Employees are considered to have good performance if they consistently have high productivity in terms of developing organizational management to achieve goals (Loan, 2020; Paais C Pattiruhu, 2020).

Motivation

In Maslow's hierarchy of needs theory, it is believed that motivation can be increased if employees are aware of their various needs. Fulfilling basic needs will motivate employees to work harder in order to reach the next level of needs (Bawa, 2017). Many previous studies and research have shown that motivation has a significant impact on employee productivity and performance (Riyanto et al., 2021). Organizations that understand the importance of motivation for employee development will create an atmosphere, climate and work environment that motivates employees to continuously improve their performance (Chen et al., 2014). In context, motivation refers to the psychological process that provides direction, satisfaction and purpose for employees in the form of external and internal encouragement in behaving in an organization (Marinak & Gambrell, 2008). In general, motivation can be interpreted as "to move". In other words, there is always movement in employees who are motivated with the aim of achieving competitive advantage or avoiding certain punishments (Kaplan, 2012). Motivation consists of extrinsic and intrinsic motivation. Both of them become the driving force for employees to continue to develop themselves further compared to employees who are less motivated (Demircioglu & Chen, 2019)

Communication

Many studies have also proven that good communication between employees and the organization encourages increased employee performance (Herawati, H, Purwanto, A, Suci, R.P, Hermawati, 2022). Other studies have shown that harmonious and effective communication in organizations has an impact on improving employee performance and overall organizational performance (Kalogiannidis, 2020). Communication can be interpreted as a transactional activity between organizational management and employees at various levels of office to implement and organize various activities to achieve common goals (Jamal Ali C Anwar, 2021). Generally, communication exchanges are designed in such a way in terms of practice, procedures and technology to make communication a facility for restructuring, shaping and nurturing the organization (Aakhus, 2007). Employees who work with a digital nomad system certainly carry out digital communication, whether via video calls, zoom, chat and so on, with higher intensity and frequency (Nguyen et al., 2020). Comprehensively, conducting digital communication becomes a new challenge for organizations and employees in terms of transparency of information distribution, exchange of meaning and providing feedback which can lead to misinterpretation, uncertainty and anxiety (Jo-Yun Li et al., 2021). Although digital communication makes it easier for two or more parties to communicate remotely, this digital communication also opens up space for misunderstandings, lack of transparency and fraud which have a negative effect on the organization (Nguyen et al., 2020)

Work from anywhere

The concept of work from anywhere existed before the COVID-19 pandemic, but during and after the pandemic, this concept became a new policy that was widely adopted in various organizations around the world (Kumar Bolisetty et al., 2023). Of course, the adaptation of work from anywhere policy regulations is accompanied by specific processes and regulations that differ within the organization (Hern, 2020). The concept of working from anywhere is starting to be widely adapted because it offers flexibility in time and place which provides the advantage of working from other desired locations outside the office and even the opportunity to fulfill the desire to travel (Choudhury et al., 2021). The concept of working from anywhere allows

employees to choose their place of work and determine their working hours randomly so that employees can eliminate the time and cost of traveling to the office (Mariani et al, 2023). Research proves that implementing work from anywhere brings more benefits to organizations and individuals in terms of freedom to make decisions and productivity (Bathini C Kandathil, 2019).

E-Training

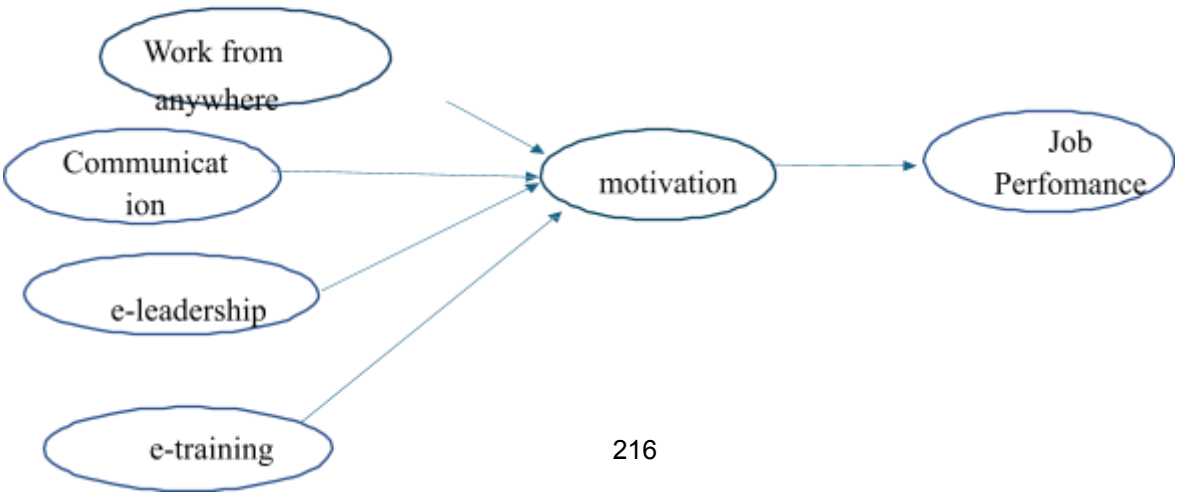
The process of technological development opens up opportunities for HR management practices to implement e-training. E-training is defined as any form of remote employee training using the help of multimedia technology (Ben Amara C Atia, 2016). The main characteristic of e-training is that it opens up opportunities for various parties in different locations and time zones to discuss, exchange ideas and interact in real time in a training via the internet (Somaia Mahmud C Abdel Fattah Samara, 2022). E-training allows employees to re-access training materials anytime and anywhere to be relearned so that they have the potential to increase self-confidence, productivity, motivation and performance (Kumar and Kumar, 2023). A variety of training and mentoring can also be developed and distributed more quickly through e-training, thereby helping younger employees obtain information (Ozturan C Kutlu, 2010)

E-**leadership**

The development of technology and the post-pandemic situation opens up great opportunities for e-leadership in human resource management practices. In general, e-leadership is not much different from the figure of an organizational leader in general when viewed in terms of duties and responsibilities. However, they lead the team virtually with the possibility of never having a physical meeting between the leader and his followers (Dasgupta, 2011). Leading digitally certainly increases its own challenges for the leader, not only from the demands of updating technology, but learning how to manage and foster subordinates remotely (Mustajab, 2020).

THEOTRICAL FRAME AND HYPHOTESIS

BASED ON THE BACKGROUND AND THEORETICAL STUDY, THE THEORETICAL FRAME AND HYPOTHESES FORMED ARE AS FOLLOWS



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Picture 1 : Theotherical Frame to make hyphotesis

H1 : Work From anywhere affect motivation positively
H2 : Communication affect motivation positively
H3 : E-leadership affect motivation positively
H4 : E-trainibf affect motivation positively
H5 : Motivation affect Job Perfomance positively
H6 : Work From anywhere affect Job Perfomance positively through mediation of motivation
H7 : Communication affect Job Perfomance positively through mediation of motivation
H8 : E-leadership affect Job Perfomance positively through mediation of motivation
H9 : E-training affect job perfomance positively through mediation of motivation

METHODS

The purpose of this study is to analyze the influence of the variables work from anywhere, communication, e-leadership, e-training on employee motivation and performance so that conclusions can be drawn on how to manage and maintain employee motivation and performance when they work digitally outside the organization with the duration of time they set themselves. Therefore, to analyze the relationship between variables carefully, the quantitative method is considered the most suitable to be applied in this study. Through quantitative methods, hypothesis testing will be conducted using statistical tools to obtain accurate results (Creswell, J. W., & Creswell, 2017)

Following the rules of quantitative research, this rosette will take samples from the population that meets the research criteria, namely semi-digital or full digital employees who work from various places outside the office. Sampling is done randomly which is better known as the probability sampling method. Data collection is carried out using a special research instrument. The sampling data collected will be analyzed to answer research problems and test the truth of the hypothesis using statistical calculations

In the data collection process, this research uses primary and secondary sources. Primary sources include when researchers go directly to meet the research object without intermediaries. Collecting primary sources can be done by combining interviews, questionnaires, field observations. While secondary data sources are data collection through intermediaries. The form can be in the form of literature studies as conducted in this study. In practice, this quantitative research uses a survey method or questionnaire method to see the relationship between variables in the study. The questionnaire distributed to respondents is a closed questionnaire with a Likert scale of 1-6. The Likert scale assessment level consists of strongly disagree (1), disagree (2), somewhat disagree (3), somewhat agree (4), and agree (5) and strongly agree (6). The selection of the Likert scale 1-6 was carried out because it has a higher reliability and validity index value than the Likert scale below it (Elianur, 2017). In the Likert scale, options with high ambiguity with double meanings such as "doubtful" and "neutral" are eliminated (Santoso & Mangundjaya, 2018). Highly ambiguous options with double meanings such as doubtful and neutral are eliminated.

In this study, the distribution of questionnaires was carried out using the random purposive sampling method. The random purposive sampling method means that sample selection is carried out randomly (random sampling) on a population with certain criteria that have been determined by the researcher (Rai & Thapa, 2015). Meanwhile, data processing is carried out using the SEM method to test the research hypothesis. The number of respondents taken in this study was 200-400 local company employees and expatriates who work with a full-time digital system and live in Bali. This number is considered ideal because sample measurements below 200 tend to reject HO, below 200 are considered less ideal to reflect population representation. (Yamin & Kurniawan, 2009). The SEM method can be used to test indicators in the PLS model that have met the requirements for descriptive validity, convergent validity and reliability testing

Result and discussion

Result

STRUCTURAL EQUATION MODELING (SEM) ANALYSIS

The research data from the questionnaire is a number of scores obtained from respondents' answers to questions or statements regarding the research variables, namely Work From Anywhere (X1), Communication (X2), E-Leadership (X3), E-Training (X4), Motivation (Y), and Employee Performance (Z). These variables were analyzed using Structural Equation Modeling (SEM) analysis. Structural Equation Modeling is a model that describes the causal relationship between exogenous variables (causal variables) and endogenous variables (effect variables), as well as a combination of two statistical concepts, namely factor analysis as a measurement model and path analysis as a structural model. In the analysis of structural equation models, the relationship between research variables is based on latent variables that have good indicators. By using the help of the LISREL program application, the suitability between the theoretical model and the research data will be tested and the level of significance of each causal relationship coefficient can be tested.

Data Normality Test

The most fundamental assumption in multivariate analysis is normality, which is a form of data distribution on a single metric variable in producing a normal distribution (Hair, 1998). A data distribution that does not form a normal distribution, then the data is not normal, conversely the data is said to be normal if it forms a normal distribution. If the normality assumption is not met and the deviation from normality is large, then all statistical test results are invalid because the t-test calculations and so on are calculated with the assumption of normal data. Based on the estimation results, the following LISREL output is obtained:

Tabel 1. Test of Multivariate Normality for Continuous Variables

Skewness			Kurtosis			Skewness and Kurtosis	
Value	Z-Score	P-Value	Value	Z-Score	P-Value	Chi-Square	P-Value
98.438	2.387	0.017	963.903	1.932	0.053	9.429	0.009

Based on the results of the Test of Multivariate Normality for Continuous Variables above, the overall model does not meet the normality assumption, where the p-value of Skewness and Kurtosis of 0.009 is smaller than 0.05. However, LISREL has several solutions that can be done when the normality assumption is not met, one of which is by adding an asymptotic covariance

matrix estimate. This will result in parameter estimates along with goodness of fit statistics being analyzed based on the condition of the data that is not normal. If the asymptotic covariance matrix is not entered, while the data is not normal, as supplementary data input, then the model will be estimated based on the condition of normal data, and of course the results will be biased (Ghozali, 2005:39).

Model Identification

In the structural model analysis stage, problems are often encountered, namely in the parameter estimation process. If there is un-identified in the process, then the parameter estimation will encounter many obstacles. The inability of the model to produce accurate identification causes the calculation process to be disrupted.

Some symptoms that often appear due to inaccurate identification, which are commonly called offending estimates (estimated values that exceed acceptable limits), include (Hair et.al., 1998):

a. Standard errors related to the estimated coefficients have very large values
b. The information matrix presented does not match expectations
c. The matrix obtained is not definitively positive
d. There is a negative error variance (also known as Heywood cases) or non-significant error variance for the existing constructs
e. There is a standardized coefficient value that exceeds or is very close to 1

In many cases, the above conditions are the result of a model that is formed without sufficient theoretical justification or model modifications are made only based on empirical considerations (Hair et.al., 1998). The LISREL program application will by default check for the possibility of several of these problems and then provide a warning notification through the output of its estimation results if a problem occurs.

Based on the output of the estimation results presented in the appendix, it shows that there are no problems related to the symptoms in the points above in the model. Thus, the model is suitable for use, where the model that is formed has been justified using sufficient theory and model modifications are made not only based on empirical considerations.

Measurement Model Estimation Results

This evaluation is carried out on each construct or measurement model (the relationship between latent variables and observed variables) separately through the validity and reliability of the measurement model. The measurement of the validity of the SEM model in this study uses First Order Confirmatory Factor Analysis (First Order CFA), where a variable is said to have good validity against its construct or latent variable if the standardized loading factor value is greater than or equal to the critical value of 0.50 (Igbaria et.al., 1997; Hair et.al., 1995) or the t value of the standardized loading factor is greater than or equal to the critical value of 1.96 (Ghozali, 2014). While the measurement of reliability uses a construct reliability measure with the following formula:where standardized loading can be obtained directly through the output of the LISREL program application, and εj is the measurement error for each indicator or observed variable (Fornel and Larcker, 1981).

The cut-off level to be able to say that the construct reliability is good is greater than 0.60 (Bagozzi and Yi, 1992; Ghozali, 2014).

Based on the output of the LISREL calculation results, the standard factor loading values were obtained and then used to calculate the construct reliability coefficient values which are summarized in the following table:

$$\text{Construct Reliability} = \frac{\left(\sum \text{Standardized Loading}\right)^2}{\left(\sum \text{Standardized Loading}\right)^2 + \sum \varepsilon_j}$$

$$\varepsilon_j = 1 - (\text{Standardized Loading})^2$$

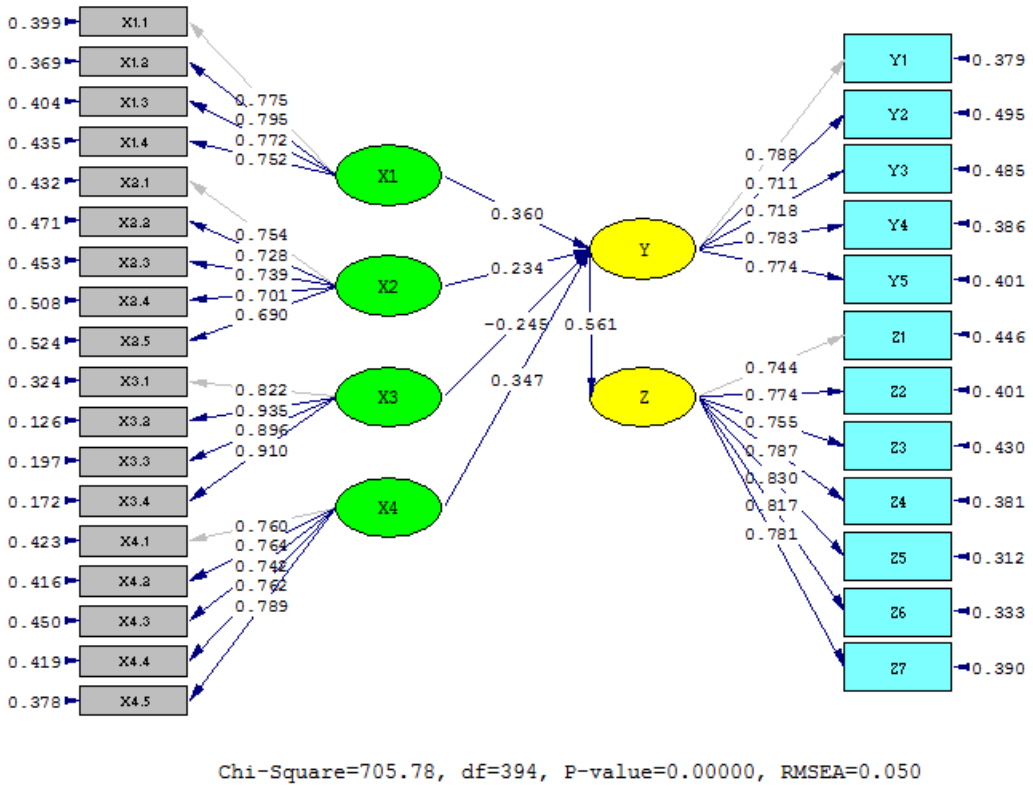

Figure 2. Estimation Results of Standardized Loading Factors

Based on the results of the estimation of the standardized loading factor value presented in the image above, it can be seen that all observed variables have a standardized factor loading value greater than 0.50. Because the standardized factor loading value of the observed variables has reached a critical value, all indicators are declared valid

Tabel.2. Standard Factor Loadings and Construct Reliability

Latent construct	**Variable**	***Standardized Loading Factor (SLF)***	***Sum of SLF***	***Measurement Error (ME)***	***Sum of ME***	***Contruct Reliability***
Work From Anywhere (X_1)	X1.1	0,775	3,094	0,399	1,606	0,856
	X1.2	0,795		0,368		
	X1.3	0,772		0,404		
	X1.4	0,752		0,434		
Komunikasi (X_2)	X2.1	0,754	3,612	0,431	2,388	0,845
	X2.2	0,728		0,470		
	X2.3	0,739		0,454		
	X2.4	0,701		0,509		
	X2.5	0,690		0,524		
E-Leadership (X_3)	X3.1	0,822	3,563	0,324	0,819	0,939
	X3.2	0,935		0,126		
	X3.3	0,896		0,197		
	X3.4	0,910		0,172		
E-Training (X_4)	X4.1	0,760	3,817	0,422	2,085	0,875
	X4.2	0,764		0,416		
	X4.3	0,742		0,449		
	X4.4	0,762		0,419		
	X4.5	0,789		0,377		
Motivasi (Y)	Y1	0,788	3,774	0,379	2,146	0,869
	Y2	0,711		0,494		
	Y3	0,718		0,484		
	Y4	0,783		0,387		
	Y5	0,774		0,401		
Kinerja Karyawan (Z)	Z1	0,744	5,488	0,446	2,692	0,918
	Z2	0,774		0,401		
	Z3	0,755		0,430		
	Z4	0,787		0,381		
	Z5	0,830		0,311		
	Z6	0,817		0,333		
	Z7	0,781		0,390		

Based on the table above, it can be seen that each of the latent variables Work From Anywhere (X1), Communication (X2), E-Leadership (X3), E-Training (X4), Motivation (Y), and Employee Performance (Z) has a construct reliability coefficient (CR) value that is greater than or equal to the critical value (CR ≥ 0.60). This shows that the six latent constructs have good reliability.

Structural Model Estimation Results

This section relates to the evaluation of the coefficients or parameters that indicate the causal relationship or influence of one latent variable on another latent variable. In summary, the results of calculating these coefficients are presented in the following table:

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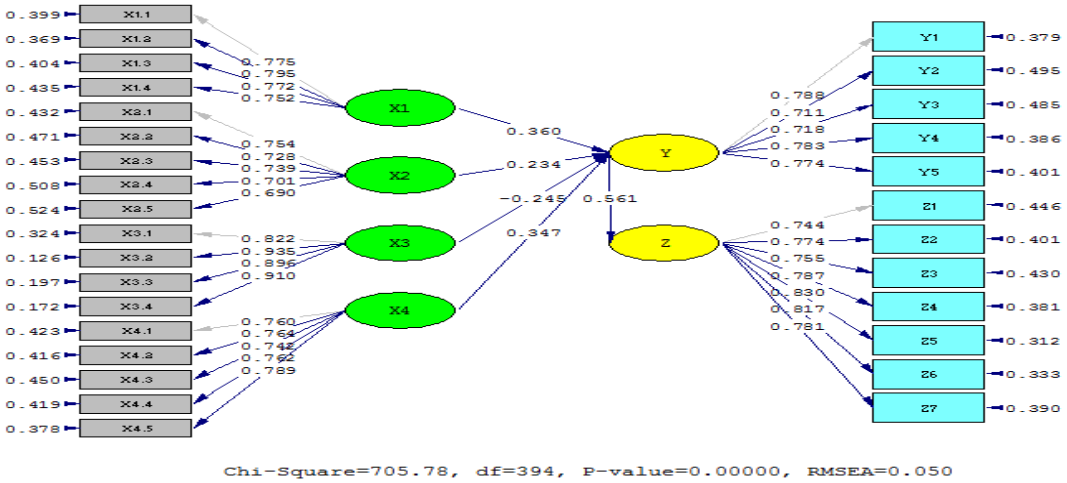


Figure 2. Estimation result of standardized coefficient

Tabel 3. T-value and standardized coefficient value

Structural Equation	Influence	Coeffisien t path	*t-value*
$\eta_1 = (\gamma_{11} \times \xi_1) + (\gamma_{12} \times \xi_2) + (\gamma_{13} \times \xi_3) + (\gamma_{14} \times \xi_4) + \zeta_1$	ξ_1 to η_1	0,360	6,651
	ξ_2 to η_1	0,234	4,373
	ξ_3 to η_1	-0,245	-4,754
	ξ_4 to η_1	0,347	6,204
$\eta_2 = (\gamma_{21} \times \eta_1) + \zeta_2$	η_1 to η_2	0,561	9,041

The significant test criteria in SEM are based on the critical point value of the 2-tailed test of 1.96 where the t value (t-value) is greater than or equal to the critical point (t-value ≥ 1.96/ -t-value < -1.96) indicates that the parameter value is statistically significant. The next column contains the results of the standardized path coefficient estimates between one latent variable and another latent variable. a. Effect of Work From Anywhere (X1) on Motivation (Y) Statistical hypothesis for Hypothesis 1

H0: Work From Anywhere (X1) does not have a significant effect on Motivation (Y)

H1: Work From Anywhere (X1) has a significant effect on Motivation (Y)

Furthermore, based on the above hypothesis carried out using Lisrel 8.70 software, the following values were obtained:

Tabel 4.4. Koefisien Jalur dan T-count *Work From Anywhere* (X_1) -> Motivasi (Y)

INFLUENCE	*PATH COEFICIENT*	*T-COUNT*	*T-TABLE*	*CONCLUSION*
WORK FROM ANYWHERE (X_1) -> MOTIVASI (Y)	0,360	6,651	1,96	Tolak H0

SUMBER: PENGOLAHAN DATA (2024)

From the results of the table above, the path coefficient value of 0.360 is obtained, indicating that the direction of the relationship between Work From Anywhere (X1) and Motivation (Y) is positive or in the same direction, meaning that if Work From Anywhere (X1) increases, Motivation (Y) will increase, and vice versa. The relationship between Work From Anywhere (X1) and Motivation (Y) is significant in the 2-tailed test (t table = 1.96) with a T-count value of 6.651 greater than the t table. Thus, H1 is accepted, meaning that Work From Anywhere (X1) has a significant influence on Motivation (Y).

a. Influence of Communication (X2) on Motivation (Y)

Statistical hypothesis for Hypothesis 2:
H0: Communication (X2) does not significantly influence Motivation (Y)
H1: Communication (X2) significantly influences Motivation (Y)(

Selanjutnya, berdasarkan hipotesis di atas yang dilakukan menggunakan software Lisrel 8.70, didapatkan nilai-nilai sebagai berikut:

Tabel 5. Path Coefficient and T-count Komunikasi (X_2) -> Motivasi (Y)

INFLUENCE	*PATH COEFICIENT*	*T-COUNT*	*T-TABLE*	*CONCLUSION*
KOMUNIKASI (X_2) -> MOTIVASI (Y)	0,234	4,373	1,96	Tolak H0

(

From the table results above, the path coefficient value of 0.234 is obtained, indicating that the direction of the relationship between Communication (X2) and Motivation (Y) is positive or unidirectional, meaning that if Communication (X2) increases, Motivation (Y) will increase, and vice versa. The relationship between Communication (X2) and Motivation (Y) is significant in the 2-tailed test (t table = 1.96) with a T-count value of 4.373 greater than the t table. Thus, H2 is accepted, meaning that Communication (X2) has a significant influence on Motivation (Y).

a. Influence of E-Leadership (X3) on Motivation (Y)

Statistical hypothesis for Hypothesis 3:
H0: E-Leadership (X3) does not significantly influence Motivation (Y)
H1: E-Leadership (X3) significantly influences Motivation (Y)

Furthermore, based on the above hypothesis conducted using Lisrel 8.70 software, the following values were obtained

Tabel.6. Path coefficient dan T-count *E-Leadership* (X_3) -> Motivasi (Y)

INFLUENCE	*KOEFISIEN JALUR*	*T-COUNT*	*T-TABLE*	*CONCLUSION*

E-LEADERSHIP (X3) -> MOTIVASI (Y)	-0,245	-4,754	-1,96	Tolak H0

SUMBER: PENGOLAHAN DATA (2024)

From the results of the table above, a path coefficient value of -0.245 is obtained, indicating that the direction of the relationship between E-Leadership (X3) and Motivation (Y) is negative or in the opposite direction, meaning that if E-Leadership (X3) increases, Motivation (Y) will decrease, and vice versa. The relationship between E-Leadership (X3) and Motivation (Y) is significant in the 2-tailed test (-t table = -1.96) with a T-count value of -4.754 smaller than -t table. Thus, H3 is accepted, meaning that E-Leadership (X3) has a significant influence on Motivation (Y). a. Influence of E-Training (X4) on Motivation (Y) Statistical hypothesis for Hypothesis 4: H0: E-Training (X4) does not significantly influence Motivation (Y) H1: E-Training (X4) significantly influences Motivation (Y) Furthermore, based on the above hypothesis carried out using Lisrel 8.70 software, the following values were obtained

Tabel.7. Path coefficient and T-count *E-Training* (X_4) -> Motivasi (Y)

INFLUENCE	***KOEFISIEN JALUR***	***T-COUNT***	***T-TABLE***	***CONCLUSION***
E-TRAINING (X4) -> MOTIVASI (Y)	0,347	6,204	1,96	Tolak H0

From the table results above, the path coefficient value of 0.347 is obtained, indicating that the direction of the relationship between E-Training (X4) and Motivation (Y) is positive or unidirectional, meaning that if E-Training (X4) increases, Motivation (Y) will increase, and vice versa. The relationship between E-Training (X4) and Motivation (Y) is significant in the 2-tailed test (t table = 1.96) with a T-count value of 6.204 greater than the t table. Thus, H4 is accepted, meaning that E-Training (X4) has a significant influence on Motivation (Y).

Influence of Motivation (Y) on Employee Performance (Z)
Statistical hypothesis for Hypothesis 5:
H0: Motivation (Y) does not significantly influence Employee Performance (Z)
H2: Motivation (Y) significantly influences Employee Performance (Z)

Furthermore, based on the above hypothesis carried out using Lisrel 8.70 software, the following values were obtained

Tabel 8. Path Coefficient and T-count Motivasi (Y) -> Kinerja Karyawan (Z)

INFLUENCE	***KOEFISIEN JALUR***	***T-COUNT***	***T-TABLE***	***CONCLUSION***
MOTIVASI (Y) -> KINERJA KARYAWAN (Z)	0,561	9,041	***1,96***	***TOLAK H0***

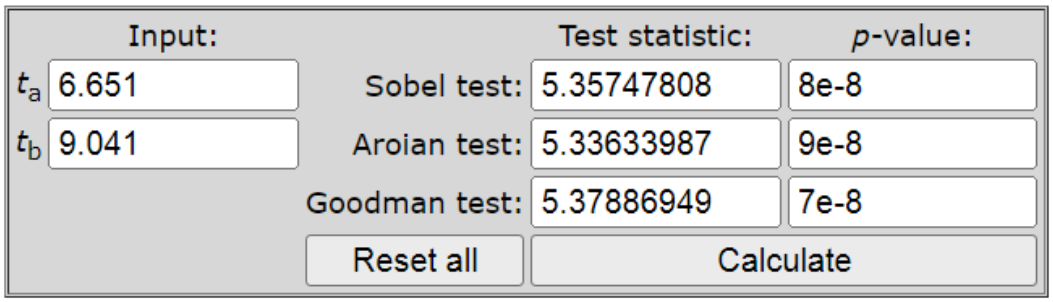
SUMBER: PENGOLAHAN DATA (2024)

From the results of the table above, the path coefficient value of 0.561 is obtained, indicating that the direction of the relationship between Motivation (Y) and Employee Performance (Z) is positive or unidirectional, meaning that if Motivation (Y) increases, Employee Performance (Z) will increase, and vice versa. The relationship between Motivation (Y) and Employee Performance (Z) is significant in the 2-tailed test (t table = 1.96) with a T-count value of 9.041 greater than the t table. Thus, H5 is accepted, meaning that Motivation (Y) has a significant influence on Employee Performance (Z).

Influence *Work From Anywhere* (X_1) terhadap Kinerja Karyawan (Z) melalui *Self efficacy* (M) melalui Motivasi (Y)

To find out the results of the indirect influence estimation between Work From Anywhere (X1) on Employee Performance (Z) through Motivation (Y), data processing was carried out using the help of Calculation for the Sobel Test (http://quantpsy.org/sobel/sobel.htm) with the following results:

Table 4.9. Results of the Calculation of the Sobel Test Work From Anywhere (X1) -> Motivation (Y) -> Employee Performance (Z)



Statistical hypothesis for Hypothesis 6:

H0: Work From Anywhere (X1) does not significantly influence Employee Performance (Z) through Motivation (Y)

H4: Work From Anywhere (X1) significantly influences Employee Performance (Z) through Motivation (Y)

Furthermore, based on the above hypothesis conducted using Lisrel 8.70 software, the following values were obtained:

Table 10. Path Coefficient and T-count Work From Anywhere (X1) -> Motivation (Y) -> Employee Performance (Z)

Influence	*Koefisien Jalur*	*T-count*	*T-table*	*Conclusion*
Work From Anywhere (X_1) -> Motivasi (Y) -> Kinerja Karyawan (Z)	0,360x0,561=0,202	5,354	***1,96***	***Tolak H0***

From the results of the table above, the path coefficient value of 0.202 is obtained, indicating that the direction of the relationship between Work From Anywhere (X1) and Employee Performance (Z) through Motivation (Y) is positive or unidirectional, meaning that if Work From Anywhere (X1) increases, then Employee Performance (Z) through Motivation (Y) will increase, and vice versa. The relationship between Work From Anywhere (X1) and Employee Performance (Z) through Motivation (Y) is significant in the 2-tailed test (t table = 1.96) with a T-count value of 5.354 greater than the t table. Thus, H6 is accepted, meaning that Work From Anywhere (X1) has a significant influence on Employee Performance (Z) through Motivation (Y).

Influence of Communication (X2) on Employee Performance (Z) through Self-efficacy (M) through Motivation (Y)

To find out the results of the indirect influence estimation between Communication (X2) on Employee Performance (Z) through Motivation (Y), data processing was carried out using the help of Calculation for the Sobel Test (http://quantpsy.org/sobel/sobel.htm) with the following results:

Table 4.11. Results of the Sobel Test Calculation Communication (X2) -> Motivation (Y) -> Employee Performance (Z)

Input:		Test statistic:	*p*-value:
t_a	4.373	Sobel test: 3.93668273	0.00008262
t_b	9.041	Aroian test: 3.91731162	0.00008954
		Goodman test: 3.95634409	0.00007611
		Reset all	Calculate

Hipotesis statistik untuk Hipotesis 7:

H0: Komunikasi (X_2) tidak berinfluence signifikan Kinerja Karyawan (Z) melalui Motivasi (Y)

H4: Komunikasi (X_2) berinfluence signifikan terhadap Kinerja Karyawan (Z) melalui Motivasi (Y)

Selanjutnya, berdasarkan hipotesis di atas yang dilakukan menggunakan software Lisrel 8.70, didapatkan nilai-nilai sebagai berikut:

Tabel 4.12. Koefisien Jalur dan T-count Komunikasi (X_2) -> Motivasi (Y) -> Kinerja Karyawan (Z)

INFLUENCE	*KOEFISIEN JALUR*	*T-COUNT*	*T-TABLE*	*CONCLUSION*
KOMUNIKASI (X_2) -> MOTIVASI (Y) -> KINERJA KARYAWAN (Z)	0,234x0,561=0,131	3,937	***1,96***	***TOLAK H0***

SUMBER: PENGOLAHAN DATA (2024)

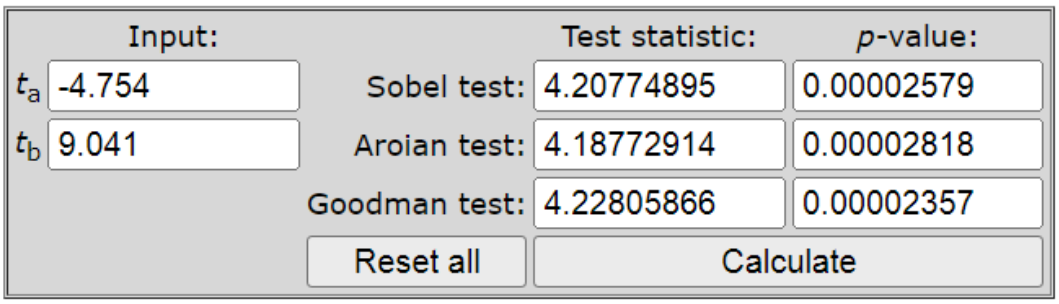
From the results of the table above, the path coefficient value of 0.131 is obtained, indicating that the direction of the relationship between Communication (X2) and Employee Performance (Z) through Motivation (Y) is positive or unidirectional, meaning that if Communication (X2) increases, then Employee Performance (Z) through Motivation (Y) will increase, and vice versa. The relationship between Communication (X2) and Employee Performance (Z) through Motivation (Y) is significant in the 2-tailed test (t table = 1.96) with a T-count value of 3.937

greater than the t table. Thus, H7 is accepted, meaning that Communication (X2) has a significant influence on Employee Performance (Z) through Motivation (Y).

Influence *E-Leadership* (X_3) terhadap Kinerja Karyawan (Z) melalui *Self efficacy* (M) melalui Motivasi (Y)

To find out the results of the indirect influence estimation between E-Leadership (X3) on Employee Performance (Z) through Motivation (Y), data processing was carried out using the help of Calculation for the Sobel Test (http://quantpsy.org/sobel/sobel.htm) with the following results:

Table 4.13. Results of the Sobel Test Calculation E-Leadership (X3) -> Motivation (Y) -> Employee Performance (Z)



Statistical hypothesis for Hypothesis 8:

H0: E-Leadership (X3) does not significantly influence Employee Performance (Z) through Motivation (Y)

H4: E-Leadership (X3) significantly influences Employee Performance (Z) through Motivation (Y)

Furthermore, based on the above hypothesis conducted using Lisrel 8.70 software, the following values were obtained:

Tabel.14. Path coeficient dan T-count *E-Leadership* (X_3) -> Motivasi (Y) -> Kinerja Karyawan (Z)

Influence	*Koefisien Jalur*	*T-count*	*T-table*	*Conclusion*
E-Leadership (X_3) -> Motivasi (Y) -> Kinerja Karyawan (Z)	-0,245x0,561= -0,137	4,208	***1,96***	***Tolak H0***

Sumber: Pengolahan Data (2024)

From the results of the table above, the path coefficient value of -0.137 is obtained, indicating that the direction of the relationship between E-Leadership (X3) and Employee Performance (Z) through Motivation (Y) is negative or reversed, meaning that if E-Leadership (X3) increases, then Employee Performance (Z) through Motivation (Y) will decrease, and vice versa. The relationship between E-Leadership (X3) and Employee Performance (Z) through Motivation (Y) is significant in the 2-tailed test (t table = 1.96) with a T-count value of 4.208 greater than the t table. Thus, H8 is accepted, meaning that E-Leadership (X3) has a significant influence on Employee Performance (Z) through Motivation (Y).

Influence *E-Training* (X_4) terhadap Kinerja Karyawan (Z) melalui *Self efficacy* (M) melalui Motivasi (Y)

To find out the results of the indirect influence estimation between E-Training (X4) on Employee Performance (Z) through Motivation (Y), data processing was carried out using the help of Calculation for the Sobel Test (http://quantpsy.org/sobel/sobel.htm) with the following results:

Table 4.15. Results of the Sobel Test Calculation E-Training (X4) -> Motivation (Y) -> Employee Performance (Z)

Input:		Test statistic:	*p*-value:
t_a 6.204	Sobel test:	5.11544129	3.1e-7
t_b 9.041	Aroian test:	5.09429939	3.5e-7
	Goodman test:	5.13684861	2.8e-7
	Reset all	Calculate	

Statistical hypothesis for Hypothesis 9:

H0: E-Training (X4) does not significantly influence Employee Performance (Z) through Motivation (Y)

H4: E-Training (X4) significantly influences Employee Performance (Z) through Motivation (Y)

Furthermore, based on the above hypothesis conducted using Lisrel 8.70 software, the following values were obtained:

Tabel 4.16. Path coefficient and T-count *E-Training* (X_4) -> Motivasi (Y) -> Kinerja Karyawan (Z)

INFLUENCE	*KOEFISIEN JALUR*	*T-COUNT*	*T-TABLE*	*CONCLUSION*
E-TRAINING (X4) -> MOTIVASI (Y) -> KINERJA KARYAWAN (Z)	0,347x0,561=0,195	5,114	***1,96***	***TOLAK H0***

SUMBER: PENGOLAHAN DATA (2024)

From the results of the table above, a path coefficient value of 0.195 is obtained, indicating that the direction of the relationship between E-Training (X4) and Employee Performance (Z) through Motivation (Y) is positive or unidirectional, meaning that if E-Training (X4) increases, then Employee Performance (Z) through Motivation (Y) will increase, and vice versa. The relationship between E-Training (X4) and Employee Performance (Z) through Motivation (Y) is significant in the 2-tailed test (t table = 1.96) with a T-count value of 5.114 which is greater than the t table. Thus, H4 is accepted, meaning that E-Training (X4) has a significant influence on Employee Performance (Z) through Motivation (Y).

Goodness of Fit Test

At this stage, testing is carried out on the level of suitability between the data and the model. The overall Goodness of Fit assessment in SEM cannot be done directly as in other multivariate techniques. SEM does not have one best statistical test that can explain the "strength" of model prediction. Instead, researchers have developed various measures of

Goodness of Fit or Goodness of Fit Indices (GOFI) that can be used together or in combination. This situation causes the overall fit test stage to be a step that invites much debate and controversy (Bollen and Long, 1993). There are 16 model fit criteria that justify this research model. The following are the results of the evaluation of the structural model fit (Goodness of Fit).

Tabel 7. Evaluasi Kriteria *Goodness of Fit* Setelah Respesifikasi

The measure of Goodness of Fit	Target Tingkat Kecocokan	Estimation resuly The significant test criteria in SEM are based on the critical point value of the 2-tailed test of 1.96 where the t value (t-value) is greater than or equal to the critical point (t-value ≥ 1.96/ -t-value < -1.96) indicates that the parameter value is statistically significant. The next column contains the results of the standardized path coefficient estimates between one latent variable and another latent variable. a. Effect of Work From Anywhere (X1) on Motivation (Y) Statistical hypothesis for Hypothesis 1: H0: Work From Anywhere (X1) does not have a significant effect on Motivation (Y) H1: Work From Anywhere	Tingkat Kecocokan

			(X1) has a significant effect on Motivation (Y) Furthermore, based on the above hypothesis carried out using Lisrel 8.70 software, the following values were obtained:	
1	Satorra-Bentler Scaled Chi-Square	*p-value* > 0,05	0,0000	*Bad fit*
2	RMSEA	RMSEA < 0,05 *good fit*, < 0.08 *marginal fit*	0,050	*Marginal fit*
3	ECVI	ECVI	2,683	*Good fit*
		ECVI *Saturated*	2,943	
		ECVI *Independence*	52,427	
4	AIC	AIC	847,782	*Good fit*
		AIC *Saturated*	930,000	
		AIC *Independence*	16566,982	
5	CAIC	CAIC	1185,664	*Good fit*
		CAIC *Saturated*	3142,889	
		CAIC *Independence*	16709,749	
6	NFI	NFI ≥ 0,90	0,957	*Good fit*
7	CFI	CFI ≥ 0,90	0,981	*Good fit*
8	NNFI	NNFI ≥ 0,90	0,979	*Good fit*
9	IFI	IFI ≥ 0,90	0,981	*Good fit*
10	RFI	RFI ≥ 0,90	0,953	*Good fit*
11	GFI	GFI ≥ 0,90	0,868	*Marginal fit*
12	AGFI	AGFI ≥ 0,90	0,844	*Marginal fit*
13	PGFI	PGFI ≥ 0,60	0,735	*Good fit*
14	PNFI	PNFI > 0,09	0,867	*Good fit*
15	RMR	*Standardized* RMR < 0,05	0,0834	*Bad fit*

16	Critical N	CN ≥ 200	207,954	*Good fit*

From the overall model fit analysis, it shows that there are 2 Goodness of Fit measures that are not good, 3 Goodness of Fit measures that show quite good results, and 11 Goodness of Fit measures that show very good results. Thus, the overall model fit is good.

Conclusion

Overall, this study confirms that employee performance can be maintained even though the organization implements a work from anywhere policy if the organization can maintain the existence of factors that support employee motivation such as communication and e-training. Meanwhile, e-leadership actually shows a negative effect on employee performance. This indicates how ineffective digital leadership can weaken employee motivation and performance in the digital era.

Smooth communication contributes to motivating employees even though management and employees do not face each other directly. Smooth communication can occur when organizations express their desires and values honestly to employees. Open communication can build a sense of togetherness so as to build employee satisfaction, commitment and effort during the hybrid process and work from anywhere is implemented

Another important thing to highlight is the provision of e-training. E-training that is tailored to the needs of employees can foster optimism between management and employees even though they are not in one place. The combination of work from anywhere, e-training and communication can allow nomad employees to draw motivational energy to improve their performance. Meanwhile, many organizations must conduct a comprehensive evaluation of how to properly implement e-leadership in order to motivate and improve employee performance

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