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# **The Role of Extrinsic and Intrinsic Motivation to Maintain Employee Performance Productivity During Work From Home (WFH): A Case Study of a Private University in Jakarta**

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**Abstract.** This research is intended to answer the question of how employees perform during Work from Home, what obstacles are encountered by employees and leaders during Work From Home, and how employees can be motivated to continue to maintain productivity during Work From Home. This is a qualitative research using a case study approach. Data collection was obtained from the results of semi-structured interviews with 10 informants consists of 8 staff from 4 departments and 2 managers. The results of this study prove that in order to be able to maintain their performance during a pandemic, extrinsic motivation from every supervisor is needed to motivate their staff. This research also proves that superiors who never motivate their staff and only demand that employees have intrinsic motivation from within themselves will not be able to maintain the productivity of employee performance.

**Keywords.** Employee performance, extrinsic motivation, intrinsic motivation, work from home

## **Introduction**

Indonesia is one of the countries affected by the COVID-19 pandemic. Until now, all countries in the world, including Indonesia, are still struggling to deal with this global outbreak. The more viral Covid-19 outbreak called the Corona Outbreak has had a systemic impact on society. The work sector, both formal and informal, such as education, tourism, trade and transportation, must work hard to adapt to the development of the Covid-19 infection. To break the chain of the spread of the corona virus, the government is encouraged to issue new regulations that must be applied by the entire community. Policies related to social distancing have also been implemented, such as limiting visits to crowded places. One of the policies issued by the government is Work From Home (WFH) which is aimed at preventing the spread of the corona virus.

In March 2020, 974 companies in Jakarta implemented WFH since the issuance of the Circular Letter from the Jakarta Provincial Government.<sup>1</sup> However, several companies that concern the basic needs of the community, namely, in the fields of health, food or basic needs,

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<sup>1</sup> <https://mediaindonesia.com/megapolitan/298089/974-perusahaan-di-jakarta-berlakukan-work-from-home>

energy, financial services and payment systems are required to continue to provide services to the community. The WFH scheme is actually not a new thing in the world of work and urban planning, because it has been known since the 1970s as an effort to overcome traffic congestion from daily home-office trips [1].

For companies affected by this policy, the work from home (WFH) system is certainly a solution to maintain business continuity. But on the other hand, the implementation of WFH during this pandemic can also bring its own challenges for companies. Working from home at a glance is like just moving work from the office to home. It looks very simple, but in practice it is very complicated. Many employees feel bored because they stay at home too long and there are no friends to discuss. This is often a trigger for decreased work productivity.<sup>2</sup>

By being away from team members, employees feel isolated. This also often makes employees stressed. With a lack of communication with co-workers, employees gradually feel that there is no strong bond anymore so that it will affect work morale. Work productivity is one of the factors that shows the development of the company. This productivity problem must be seen from various aspects, one of which is the ability of employees to carry out their work even though they are done at home, there is an increase in output that must be obtained by employees, employee morale which has a tendency to decline due to lack of work motivation and efficiency that is difficult to control.

Motivation consists of intrinsic motivation and extrinsic motivation. Intrinsic means originating within a person. Meanwhile, what is meant by extrinsic motivation are factors that come from outside the self that also determine one's behavior in one's life as stated by Herzberg in [2]. Both of these factors are very important in motivating employees although Herzberg emphasizes intrinsic motivation to increase employee motivation but without extrinsic motivation it will lead to employee dissatisfaction so that it has an impact on employee behavior and performance.

Based on the problems above, this research is intended to answer the question of how the performance of employees during the implementation of WFH, what are the obstacles encountered by employees and leaders during WFH, and what kind of motivation is needed so that employees can be encouraged to continue to maintain productivity performance during WFH. The results of this study make a major contribution to the company so that it can make its employees motivated to do a good job even though work is done from home. This research also provides benefits for science in the field of human resource management.

## **Review of literature**

### *Motivation*

Work effectiveness is strongly influenced by the ability of managers to motivate, influence, direct, and communicate with their subordinates. The work given to a staff will be done well or poorly not only determined by the employee himself but also by his superiors. If the assigned task cannot be carried out properly, then we need to know the reasons. Maybe he is not able to complete the assigned work, but maybe he does not have the motivation to work well.

One of the duties of a leader is to motivate his subordinates to work well as expected. [3] argues that motivation is the urge that a person has to do something, while the motive is the need, desire, urge or impulse. Therefore, work motivation can be interpreted as an encouragement contained in a person so that he is encouraged to do an activity related to a job.

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<sup>2</sup> <https://marketingcraft.getcraft.com/id-articles/tantangan-mengelola-tim-di-masa-remote-working>

Every employee is expected to have the desire to work hard in order to achieve the expected results [4]. Meanwhile, another researcher, [5] states that motivation is the desire to act within a person, to achieve goals. To understand motivation, different approaches are used. Motivation is also defined as values that influence individuals to achieve specific things in order to achieve their goals [6]. These values are something that is invisible that gives encouragement to individuals to behave to achieve goals. There are 2 components in the drive, namely: (1) the direction of behavior and (2) the strength of the behavior. Another researcher, Flippo (2005:204) in [4] argues that motivation is a skill, in directing employees and organizations to want to work, so that the wishes of employees and organizational goals can be achieved. Flippo also asserts that motivation includes factors of biological and emotional needs that can only be observed from human behavior.

Motivation according to Herzberg's theory in [2] consists of 2 factors, namely intrinsic motivation and extrinsic motivation. According to this theory, what is meant by intrinsic motivation are things that encourage achievement that are intrinsic in nature, which means that they originate within a person. Meanwhile, what is meant by extrinsic motivation are factors that come from outside the self that also determine one's behavior in one's life. According to Herzberg, these two factors are very important in motivating employees, although Herzberg emphasizes intrinsic motivation to increase employee motivation, but without extrinsic motivation it will cause employee dissatisfaction so that it has an impact on employee behavior and performance.

[7] argues that intrinsic work motivation is motivation that is directly associated with task performance, which includes: recognition, achievement, possibility to grow, possibility to progress and the work itself. While extrinsic work motivation is motivation that does not function motivational but is around the job, which includes; salary, relationship with co-workers, technical supervision, company policies and administration, working conditions, status, personal life factors, and job security.

Another researcher, Thornburgh in [8] also suggests that there are two types of motivation, namely (1) intrinsic motivation, and (2) extrinsic motivation. Intrinsic motivation is the desire to act caused by driving factors from within (internal) individuals. Individuals who are driven by intrinsic motivation will only be satisfied if the activities carried out have achieved results. While extrinsic motivation is so named because the main purpose of individuals doing activities is to achieve goals that lie outside the work activity itself, or that goal is not involved in work activities.

The same thing was also stated by [9] who emphasized that intrinsic motivation is a strong impulse or will that comes from within a person. The stronger the intrinsic motivation that a person has, the more likely he is to show strong behavior to achieve goals. According to [9] what is meant by extrinsic motivation is everything that is obtained through self-observation, or through suggestions, suggestions or encouragement from others. Intrinsic motivation is the motives (motive force) that become active or function do not need to be stimulated from the outside because within each individual there is an urge to do something, while extrinsic motivation is an impulse that moves someone to do something that originates from needs that must be met [10]. So, it can be said that intrinsic motivation comes from the individual such as attitudes, personality, education, experience and ideals, while extrinsic motivation comes from outside the individual such as family, the company where he works, and the environment [11].

Figure 2  
Intrinsic Motivation and Extrinsic Motivation

Gibson, In Vancevics & Donnelly (1985)	Thornburgh in Elida Prayitno, (1989:10)	Santrock (2007)	Singgih D Gunarsa (2008)	Herzberg in Luthans (2011:210)
<b>Intrinsic Motivation</b>				
Motivation that is directly associated with the performance of the task, which includes: recognition, achievement, the possibility to grow, the possibility to progress and the work itself	Intrinsic motivation is the desire to act caused by driving factors from within (internal) individuals. Individuals who are driven by intrinsic motivation will only be satisfied if the activities carried out have achieved results	The motives (motive force) that become active or functioning do not need to be stimulated from the outside because inside each individual there is already an urge to do something	A strong urge or will that comes from within a person. The stronger the intrinsic motivation that a person has, the more likely he is to show strong behavior to achieve goals	Things that encourage achievement that are intrinsic in nature, which means that they come from within a person.
<b>Extrinsic Motivation</b>				
Motivation that surrounds work and motivational dysfunction, which includes; salary, relationship with co-workers, technical supervision, company policies and administration, working conditions, status, personal life factors, and job security.	The main purpose of individuals doing activities is to achieve goals that lie outside the work activity itself	The impulse that moves someone to do something comes from a need that must be met	Everything that is obtained through self-observation, or through suggestions, suggestions or encouragement from others	Factors originating from outside the self that also determine one's behavior in one's life

Meanwhile, according to [12], the broad outline of the motivation given can be divided into two, namely negative motivation and positive motivation. Positive Motivation is the process of trying to influence other people to do something we want by giving the possibility to get a "reward". Positive motivation given by a manager to his employees can be in the form of appreciation for the work he does, clear information about the reason for a job being done, giving sincere attention to employees as individuals, honest competition, participation in decision making, pride in the tasks he completes with good. Negative Motivation is the process of trying to influence others to do something we want, but the basic technique used is through

the power of fear. The use of these two types of motivation is highly dependent on the manager as well as the current situation.

#### *Definition of Performance*

The real foundation in an organization is performance. If there is no performance then the goal cannot be achieved. Performance needs to be used as an evaluation material for leaders or managers. According to [13], performance appraisal is the process of assessing personality traits, work behavior, and the work of a person's workforce or employees (workers and managers), which are considered to support their performance, which are used as consideration for decision making about actions in the field of employment. Performance is the result of a person's work as a whole during a certain period in carrying out tasks, such as work standards, targets or criteria targets that have been determined in advance and have been mutually agreed upon [6].

Employee performance is not only provided that promotion or salary determination can be carried out by. However, how the company can motivate employees and develop a plan so that the decline in performance can be avoided as conveyed by Henry Simamora quoted and translated by [14]. [4] explains that performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time. Meanwhile, according to [15] performance, namely the work that can be achieved by a person or group of people in the organization, in accordance with their respective authorities and responsibilities in order to achieve organizational goals legally, not violating the law and in accordance with morals and ethics. . From some of the definitions above, it can be concluded that employee performance is the ability to achieve job requirements, where a work target can be completed at the right time or does not exceed the time limit provided so that the objectives will be in accordance with company morals and ethics. Thus the performance of employees can contribute to the company.

Meanwhile, Mangkunegara (2009) in [16] suggests that the factors that affect performance are the ability factor and the motivation factor. Ability is needed to achieve good performance, because a person's ability to work shows the potential of that person in carrying out activities. Ability is the capacity of an individual to perform various tasks in a job. Ability is a recent assessment of what employees are doing [17]. There are 3 measurements of the ability variable [17] (a). Knowledge is the insight of employees in carrying out and completing their duties, (b). Skill is a special way of the employee himself in doing his job, (c). Work experience is a career according to the field owned by the employee which can affect the employee's own performance.

Meanwhile, the motivation factor is formed from the attitude of an employee in dealing with work situations. Motivation is a condition that moves employees who are directed to achieve organizational goals. According to [18], motivation is something that arises from within as a conscious person's strength to carry out activities that can produce a real change to help himself and others in dealing with a problem he faces so that it can provide satisfaction for himself and also for society. Sources of motivation are classified into two: a. Intrinsic motivation, namely motives that come from oneself, because from within the individual there is a will to do something. Factors that encourage someone to do something are interests, positive attitudes and needs. Progress, development, responsibility, rewards, achievements, work itself is an intrinsic factor. b. Extrinsic motivation is motivation that comes from outside or gets encouragement from outside.

### *Work From Home*

The term remote work first appeared in the book *The Human Use of Human Beings Cybernetics and Society* by Norbert Wiener in 1950 which used the term telework [19]. Subsequently, in 1974, the term 'telecommute' was first used in a University of Southern California report focusing on a peak hour traffic reduction project funded by the National Science Foundation [20]. Alvin Toffler introduced the idea of working remotely (telework) in 3 (three) stages based on the emergence of "the third wave" in 1980 [19].

Started in the 1970s as a response to efforts to reduce commuting and energy consumption, in the 1980s remote work re-emerged as a flexible working arrangement, which allowed for a balance of work and family life, skilled manpower shortages were met, and the suburban economy integrated with the city center [21], [2]. In its development, in the 1990s, more attention was paid to issues of workplace design, facility management and the need to manage work time and workspaces to promote productivity and effectiveness [3].

A quick observation shows that understanding working remotely involves at least 4 (four) things, namely (i) choice of workplace, which refers to saving time/physical distance; (ii) partial or total substitution of daily commutes; (iii) the intensity of remote work activities, which refers to the frequency and length of time; (iv) the availability of communication and information technology [1]. [24] categorize flexible work as an office work practice and meanwhile [25] specify WFH is for flexi-place or flexitime. [26] refer to flexibility in schedule control, because flexible work options can include contingent work, contract work and just-in-time staffing [1]. Flexible Working Time or Flexi Time is a work arrangement system that gives employees more freedom in setting their own working hours. Flexi Time is widely used by global-scale companies which find it difficult to synchronize work time due to the different time zones in several countries. Flexi Time holds the principle that any time employees come in, as long as the work is completed and the time used meets the number of hours that have been agreed in the work agreement.

### **Research method**

This research is a qualitative research. The research used is descriptive qualitative research. Descriptive qualitative research is a research with a case study method or approach (case study). Case study research method (case study) is one type of research that can answer several issues or objects of a phenomenon, especially in the branch of social science. For example in the branch of sociology, case research is used as a qualitative research design to evaluate events or situations in the real world (real situation). [27] also defines case studies as a method of conducting research on phenomena that occur with a focus on a person's life experience (real life context), when there is a gap between the phenomenon and the existing context, or when using multiple source evidence [28]. According to [29], the case study research method is the right strategy to be used in research that uses how or why research questions, the researcher has little time to control the events being studied, and the focus of the research is on contemporary phenomena, to track contemporary events. In the case study method, researchers focus on the design and implementation of research.

Basically, research with the type of case study aims at finding out about something in depth. This research is very suitable to use a case study because it can dig deeper and wider about a case that occurred in a private university in Jakarta. Therefore, the researcher uses the case study method to reveal motivation in relation to improving the performance of employees who work with the WFH system, while the data collection technique uses interviews. In this study, researchers used semi-structured interviews. Guided free interviews are ways of asking

questions that are asked freely, meaning that the questions are not fixed on interview guidelines about the main problems in the research and can then be developed according to the conditions in the field [30]. In conducting this interview, the interviewer brings a guide that only contains an outline of the things that will be asked. The technique of determining the informants in this study used a purposive sampling technique, as stated by [31]:

“Purposive sampling is a sampling technique for data sources with certain considerations. This particular consideration, for example, is the person who is considered to know the most about what we expect, or maybe he is the ruler so that it will make it easier for researchers to explore the object/social situation under study.” (Sugiyono, 2012:54)

Interviews were conducted on 10 informants, namely 8 staff and 2 managers. Eight staff interviewed came from 4 departments, 2 staff each, namely Finance Staff, Human Resources Staff, Marketing Staff, and Academic Staff. The aim is to obtain data regarding what problems employees encounter while working with the WFH system and whether by working with the WFH system employees still have high motivation to work. In addition to interviewing staff, the researcher also interviewed 2 managers. The aim is to obtain data on whether there are special provisions or supervision from superiors to their staff during WFH activities and whether there is motivation given by superiors to staff. Regarding the ethical issue, the name of the university and the names of the informants are not publicly mentioned in this paper.

Data analysis according to Patton [32] is a process of arranging data sequences, organizing them into a pattern, categorization, and basic description units. According to Bogdan and Biklen [33] data analysis is an effort made by working with data, organizing data, sorting it into manageable units, synthesizing it, looking for and finding patterns, finding what is important and what is learned, and decide what to tell others.

The data analysis technique used in this study refers to the concept of [34] which is an interactive model that classifies data analysis in three steps, namely: (a). Data Reduction, which is a process of sorting, focusing attention on simplification, abstraction and transformation or rough data that emerges from written notes in the field; (b). Display Data arranged in such a way as to provide the possibility of drawing conclusions and taking action. Drawing conclusions in this study will reveal the meaning of the data collected. From the data, conclusions that are tentative, vague, rigid and dubious will be obtained, so these conclusions need to be verified. Verification is done by looking back at the data reduction and data display so that the conclusions drawn do not deviate.

**Results**

Interviews results conducted to 2 managers can be seen in the following table.

Table 1  
Results of Interviews with Managers

Question Theme	Responses	
	HRD Manager	Marketing Manager
Factors needed to maintain employee performance productivity during WFH	<ul style="list-style-type: none"> <li>a. Ask if there are any problems encountered while working from home and help find solutions.</li> <li>b. Provide motivation both individually and collectively so that employees still have the enthusiasm to work               <ul style="list-style-type: none"> <li>a. Give appreciation to staff who can complete their work on time and exceed targets</li> <li>b. Regularly supervise the work done by staff from home, and ask what obstacles are encountered in carrying out WFH work. The manager should also help think of a solution</li> <li>c. Coordinate regularly through virtual meetings</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a. Every employee must be able to manage their time well because WFH is a flexible system and flexi place.</li> <li>b. Every employee must be self-motivated to work well, because they have a family to support.</li> <li>c. Every employee must be able to manage their time well because WFH is a flexible system and flexi place.</li> <li>d. Every employee must be self-motivated to work well, because they have a family to support.</li> <li>e. Supervision must be stricter on the work that employees do from home, because without strict supervision, employees often neglect their obligations to complete their tasks.</li> <li>f. Provide sanctions for those who cannot achieve the set targets.</li> <li>g. Termination of employment</li> </ul>
Summary	This manager believes that extrinsic motivation is the most important factor so that employees can maintain their performance. With extrinsic motivation, employees will build their intrinsic motivation by themselves.	This manager assumes that intrinsic motivation must be owned by every employee. Employees do not have to be continuously motivated. As long as the company has fulfilled its obligations, employees must be aware of their duties.

Table 2  
Results of interviews with staff

Question Themes	Responses	
Problems faced by staff during WFH	Finance Staff	Problems with unstable internet connection at home, less conducive work situation, lack of motivation.
	Human Resources Staff	Less effective communication with fellow employees, more difficult to coordinate, but still have the enthusiasm to work because motivation remains high.
	Marketing Staff	Unable to do marketing activities freely, it is more difficult to do WFH marketing work because not everyone wants to be invited to virtual info sessions, Communication with prospective clients becomes less effective by only relying on social media, less motivated, achievements targeted by superiors are less rational.
	Academic Staff	Problems with unstable internet connections, unfavorable work situations at home, more difficult to coordinate with colleagues. There is a decreased work motivation.
Supervision during WFH	Finance Staff	Manager supervises only once in a while. In fact, once it happened that the manager does not supervise at all for over a month. Manager also never helps provide solutions if there are difficulties faced by employees so that employees feel less cared for and lack loyalty to the organization.
	Human Resources Staff	Our manager routinely supervises his staff and always asks if there are any problems encountered during WFH. The manager always motivates employees to keep working even though they are from home and he also gives appreciation to employees who can complete their work on time and exceed the set targets
	Marketing Staff	Supervision is carried out by manager but he never provides motivation, but rather provides instructions and sanctions if the target is not achieved.
	Academic Staff	Manager supervises regularly, and always asks what obstacles are encountered, and helps think how to solve them. Manager also

Question Themes	Responses	
		provides motivation, encourages employees to stay enthusiastic at work even though they do WFH.
Aspects that are expected to be given to staff to maintain their productivity during WFH	Finance Staff	Manager must motivate his staff, not only during virtual meetings, but also individually so that staff feel cared for, so that staff will have a sense of belonging to the institution (Extrinsic Motivation).
	Human Resources Staff	Motivation from managers is a priority because it plays a very large role in maintaining the productivity of staff performance (Extrinsic Motivation).
	Marketing Staff	In the WFH system, motivation from superiors is needed so that staff do not lose their enthusiasm for work. Managers don't just give targets and impose sanctions, but don't want to know about the difficulties faced by their staff. (Extrinsic Motivation).
	Academic Staff	If only supervision is carried out without providing motivation, employees will feel less cared for. Thus it is difficult for employees to have loyalty to the organization where they work. (Extrinsic Motivation).

### Discussion

The data obtained showed that of the 8 staff interviewed, 4 people said that during WFH their motivation was reduced due to various obstacles they faced, especially related to the problem of unstable internet connection at home, difficulty communicating with fellow staff and clients and the situation of working from home that was lacking conducive.

“Since the change in the work system from working in the office to working from home was enacted, I've always had problems. Starting from the unstable internet connection at home, the situation at home where many children are also less conducive to work. In addition, it is difficult to coordinate with fellow staff, especially across departments. In addition, monitoring from superiors does not provide motivation but rather provides irrational work targets during this pandemic. The boss also tends to give sanctions that I think are inhumane, so that he does not provide a solution but instead making employees more stressed. I can survive working here only for the sake of my family.” (AR- Marketing Staff)

“When WFH was implemented, I felt happy because I thought with WFH, I could work more relaxed, not in a hurry to catch public transportation, and not have to spend money on transportation. But in practice, it is not as easy as I

imagined. The internet connection at my house is not stable, so every time I will present my financial reports to my managers, I always get technical problems. In addition, the situation in my house where there are many children, because several of my nieces and nephews also live with me, make the work atmosphere not conducive. Not to mention with my supervisor who rarely does supervision, so I became less motivated to work. No motivation is given, superiors also never help provide solutions if there are difficulties faced by employees so that employees feel less cared for and automatically lack loyalty to the organization.” (YU- Finance Staff)

From the results of the interviews, it can be concluded that in the current uncertain situation, extrinsic motivation, namely the motivation given by other people, is very necessary [18], in this case the boss, considering that during this pandemic, many people become stressed with various things change as stated by Thornburgh in [8] and Herzberg in [2] as well as [10], [9]. It is also in line with the opinion of [7] who state that extrinsic motivation relates much with relationship with co-workers, technical supervision, working conditions, status, personal life factors, and job security. The intrinsic motivation [18] currently owned by the staff is only to survive for the sake of the family so that it is far from the goal of maintaining performance productivity. Meanwhile, two other employees said that during WFH, even though there were obstacles as mentioned above, the employees’ enthusiasm to work was still high because their superiors always provide motivation.

“When WFH was established, we did find it difficult to change here and there. Even today, several obstacles are still encountered, especially coordination problems with fellow staff due to ineffective communication. However, with regular supervision carried out by our manager, especially with his leadership that can motivate subordinates, we feel that WFH is no longer a big obstacle. Our manager also always asks if we are having problems either at work or at home. With his distinctive leadership style, he always provides input and motivation for all his subordinates. Without motivation we will not be able to work well.” (RD- HRD staff).

“Right now I feel WFH is no longer an obstacle. The WFH work system makes me even more comfortable than having to go to the office every morning. This is mainly because the leaders in our department really care about their staff. He regularly holds meetings with all staff in our department and asks about the obstacles encountered in the work. He always provides motivation and sends words of wisdom for success. This is what motivates me and my friends. (FK – Academic Staff)

From the interview above, it can be concluded that although some obstacles are still encountered in WFH, with good communication with superiors and fellow staff, employees still feel motivated to work and are more motivated to maintain and even improve their performance. Thus, extrinsic motivation plays an important role in maintaining the productivity of employee performance. Meanwhile, interviews with HRD Manager and Marketing Manager obtained different results. The Marketing Manager revealed that with the WFH work system, we should

not be too lenient to our subordinates. Regulations must be made more stringent so that they are disciplined.

“Especially with this WFH, many employees work too casually, so if they are not given a warning, they will work arbitrarily. If necessary, we as superiors do not need to be too kind. The important thing is how to make them obey even if they feel afraid so that the work can be completed on time.” (SS, Marketing Manager).

This is in line with what [12] said that motivation is not only positive but also negative, namely the process of trying to influence others to do something we want, but the basic technique used is through the power of fear. Meanwhile, the HRD Manager said that the employee's performance is not only shown by promotion or salary determination according to the position. However, how the company can motivate employees and develop a plan so that the decline in performance can be avoided as stated by Henry Simamora quoted and translated by [14]. Extrinsic motivation given by superiors will greatly affect employee performance. Bosses who always provide positive motivation to their employees will be increasingly appreciated and provide comfort to their employees. On the other hand, superiors who provide negative motivation, giving warnings without helping find solutions will only make employees stressed and will make their performance even lower [12].

### **Conclusion**

The results of this research prove that to be able to maintain employees' performance during a pandemic, every supervisor needs to motivate their staff. This extrinsic motivation is very important considering that in these difficult times, many employees have problems in their families, such as family members who are infected by COVID-19 and require additional costs for medicines. Managers cannot only ask employees to have intrinsic motivation that must come from themselves. If the manager never gives motivation but only demands employees to work and work, many employees will be stressed. In a state of stress, employees cannot show their best performance, let alone have a sense of belonging to the company. For future study, the researcher suggests that research related to employee motivation could be carried out with a different approach.

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