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## **The Role of Motivation and Leadership Style in Improving the Quality of Employee Performance in Covid-19 Pandemic Period: A Case study of Private Universities in Jakarta**

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**Abstract.** The Covid-19 pandemic has made major changes in human life as a whole, including changes in the world of work and the way of working. Everyone has different experiences when it comes to adapting. However, adaptation is not something easy, because it occurs in a very short time, and is immediately practiced in real life. One of the consequences of the Covid-19 outbreak is a change in the work system from work from office (WFO) to work from home (WFH). With this system change, the employees' condition will also change, in this case, a decrease in work motivation. This study is aimed at answering the questions of what barriers employees face in carrying out work from home (WFH) and how universities improve the quality of their employees' performance so that they can work optimally during the Covid-19 pandemic. This study applies a phenomenological approach from qualitative research design. In this study a semi-structured interview is employed. The research proved that motivation and leadership style are two factors that have an important role to improve employee work performance. This study contributes significantly to the development of human resources management. In addition, the results of this study can be used as input for authorized institutions in the improvement of human resources performance in private universities.

**Keywords.** Motivation, leadership style, employee performance, pandemic period, private universities

### **1. Introduction**

COVID-19 has now become a global pandemic. Changes also occur in almost all aspects of human life in a very short time, one of which is a change in the way of working. Like it or not, office employees must learn to adapt to sudden changes, namely by adopting new work patterns remotely from their homes or what is known as work from home (WFH). Activities carried out with Work From Home (WFH) include office administration work, meetings, discussions, as well as online coordination with work partners from employee's home. Several media that can be applied are voice calls, chat / text messengers, and audio / video conference calls. In addition, employees can also do video conferencing by using Google Meet, Microsoft Team, Zoom, Skype and so on.

Based on the Online WFH Implementation Survey conducted by [1], related to workload issues, 60.1 percent of respondents said they did not agree that the WFH scheme was said to have a lighter workload. On the other hand, around 40 percent agreed and strongly agreed that working from home has a lighter burden. Indeed, not all work can be done and coordinated online. For

some companies / institutions that have business processes in the field, they need to make appropriate modifications and innovations. For some jobs, especially those related to services, employees still have to come to the office at certain times. Attendance is related to the role of the position, type or scope of work and other operational reasons, such as the availability of data, hard copy documents, work procedures, and so on.

In its implementation, in WFH, there are still several types of work that cannot be done optimally, due to inadequate facilities when working at home, poorly stable internet connection, limited communication and coordination with various parties, to a less conducive home atmosphere. Significant differences are felt by employees, such as changes in working hours pattern that are usually set by institutions, now they have to make adjustments to their own working hours to make it more effective. This policy has implications for related workers, especially the Covid-19 disaster which made the economic condition relatively not good. In addition to work as employees, they also have to look for additional income considering that a number of new policies regarding salaries and rewards for employees have changed. This also has an impact on decreasing employees' motivation, whereas motivation is a process of achieving goals and objectives which include three models, namely intensity, direction, and persistence. But basically motivation is present in any effort to achieve goals [2].

There have been quite a number of researchers who have conducted research related to employee work motivation, including [3]. His research entitled *Improving Human Resources Performance Through Motivation, Discipline, Work Environment, and Commitment*. This study aims to analyze and describe the influence of motivation, discipline, work environment, commitment to HR performance. The method used is quantitative. The independent variables in this study are motivation, discipline, work environment, and commitment, while the dependent variable is the performance of human resources, specifically for the commitment variable, it is also used as the dependent variable. The data analysis technique employed in this study is multiple linear regression. The results of this study indicate that there is a positive influence on motivation, discipline, and work environment on commitment and performance. And there is a positive influence of the commitment variable on the performance of human resources.

Other researchers are [4] with the research title *The Influence of Motivation and Work Discipline on Employee Performance*. (Study at PT Telekomunikasi Indonesia, Tbk Telkom Pekalongan Region), published in Diponegoro Journal of Management. This study aims to analyze the influence of motivation and work discipline on the performance of employees of PT Telekomunikasi Indonesia Tbk in the Telkom Pekalongan area. This study took a sample of 56 out of 125 employees of PT Telekomunikasi Indonesia Tbk. Witel Pekalongan. Sampling was carried out using the convenience sampling method. The analysis used is multiple regression, by using a significance limit of 0.05. The results showed that there is a positive and significant influence between motivation on employee performance, with a significant level of 0.002 (less than 0.05). It means that the hypothesis that work motivation has an influence on employee performance is acceptable.

Other researcher is [5] with the research title *The Role of Motivation on Employee Performance Improvement at PT Perkebunan Nusantara III Medan*. The purpose of this study was to analyze the role of work motivation in improving performance at the PT Perkebunan Nusantara III Medan office. The method applied is qualitative which is used to analyze, and interpret the data, so that the data can provide an overview of the problems under study. In this case the data that

has been collected is then compiled, interpreted and then analyzed so that it can finally provide the proper picture of PT Perkebunan Nusantara III. The results showed that the motivation given by PT Perkebunan Nusantara III Medan was sufficient. One of them can be seen from the availability of facilities needed by employees at PT Perkebunan Nusantara III, for example, there is social security such as providing free medical treatment to employees, providing holiday allowances and others.

The similarities of the 3 studies above with this study are that all the three take topics related to motivation and its relationship with employee performance. Of the three studies above, the first two researchers used quantitative method and the third researcher chose to use qualitative method but this is different from this study because the previous researchers took the subject of the plantation industry in Medan, but this research focuses on education institutions in Jakarta.

The purpose of this study is to answer the questions of what barriers employees face in carrying out work from home (WFH) and how universities improve the quality of their employees' performance so that they can work optimally during the Covid-19 pandemic. This research contributes significantly to the improvement of quality of human resources of private universities, especially in enhancing the motivation to improve the work performance. In addition, the results of this study can be used as input for authorized institutions in the improvement of human resources management, specifically for higher education institutions.

## **Review of Literature**

### *Definition of Motivation*

Motivation has a very important role because with motivation it is expected that every employee will have a desire to work hard to achieve results as expected [6]. [7] argues that motivation is the process of influencing or encouraging from outside a person or work group so that they want to carry out something that has been determined. Motivation is the work done by managers in providing inspiration, enthusiasm and encouragement to others, in this case employees, to take certain actions as stated by Liang Gie in [7].

Meanwhile, [8] argues that motivation is one of the superior's tools so that subordinates want to work hard and work smartly as expected. In addition, moving human resources in the company effectively also depends on the ways in which the leader acts in leading the company. Therefore, it can be explained that motivation is an impetus that an individual has that can stimulate to take actions that become the basis or reason for someone to behave or do something. Work motivation can be interpreted as an encouragement that is contained in a person so that he is encouraged to carry out an activity related to a job. In addition, according to [9], motivation is the driving force for someone to make a large contribution for the success of the organization in achieving its goals. This is somewhat different from the opinion of Edwin B. Flippo in [10], which says that motivation is a skill, in directing employees and organizations to work as well as possible so that the desires of employees and organizational goals can be achieved. According to [11], motivation is a process of giving encouragement, direction, and behavior persistence. Meanwhile, [12] argues that motivation can be divided into two, namely: a) Physiological drive: Physical encouragement, such as hunger, thirst, and so on. b) Social motives: Encouragement related to other people, such as aesthetics, the urge to always do good, and ethical. Sources of motivation are classified into two, namely internal sources of motivation (intrinsic) and external sources of motivation (extrinsic) [13]. What is meant by intrinsic motivation is the motives that become active or function unnecessarily stimulated from the

outside, because within each individual there is an urge to do something. Meanwhile, extrinsic motivations are active and functional motives due to external stimuli. Extrinsic motivation can also be said to be a form of motivation where activities are started and continued based on external encouragement that is not related to themselves.

According to Abraham Maslow, motivation is something that is constant (fixed), never ending, fluctuating and complex, and it is mostly a universal characteristic of every activity of an organism. Abraham Maslow propounded the theory of human needs which is popularly known as Maslow's hierarchy of needs in human environment in the society. [14] remarks that in 1943 that Brandeis University Professor of Psychology, Abraham Maslow as a renowned researcher in the study of human needs and motivation came up with his hierarchy of needs theory with a proposal that people are motivated by five levels of needs namely: (1) Physiological needs, (2) safety needs, (3) belonging needs, (4) esteem needs and (5) self-actualization needs.

Figure 1  
Maslow's Hierarchy of Needs



Source:  
Maslow (1943) in Onah (2015)

Apart from Maslow's theory, another theory is a refinement of the needs theory put forward by A.H. Maslow is a theory of Alderfer's Existence, Relatedness and Growth (ERG) which experts consider closer to the actual situation based on empirical facts [6]. This theory was put forward by Clayton Alderfer from Yale University. Alderfer argued that there are three main groups of needs, namely: 1. Existence Needs: related to basic needs including physiological needs such as thirst and hunger. 2. The need for affiliation (Relatedness Needs), emphasizes the importance of relationships between individuals and other individuals. This need is also related to Maslow's Love Needs and Esteem Needs. 3. The need for progress (Growth Needs), the desire in a person to progress or that can improve his personal abilities. The difference between ERG theory and Maslow's Needs Hierarchy Theory is that the ERG theory states that more than one need can work at the same time, meaning that it does not always have a level or level as suggested by Maslow. ERG theory also states that in order to create a higher satisfaction of needs, the desire to satisfy a lower need will increase [6].

## 2.2 Definition of Employee Performance

Employee performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities

assigned to him [15]. The level of success of a performance includes both quantitative and qualitative aspects. According to Siswanto in [16], performance is an achievement achieved by a person in carrying out the tasks and jobs assigned to him. According to Rivai (2008) in [16], performance or work performance is the level of success of a person during a certain period in carrying out his duties compared to work standards, targets or criteria that have been determined in advance and are mutually agreed upon.

Factors that affect employee performance as stated by [17] in their research include leadership style, financial compensation, education, work stress and work discipline. Apart from the leadership factor, another factor is the motivation given to employees. Employees can carry out their duties optimally, among others, determined by the motivation that encourages them to work diligently and discipline so that the company's goals are achieved under leadership that can create a conducive working atmosphere. Every employee is not necessarily willing to mobilize his / her optimal performance, so there is still a need for a boost so that someone can exert all his abilities to work. This drive is motivation.

Meanwhile, [15] argues that there are several factors that affect employee performance, namely: (1). Psychological ability factors, namely the ability of employees consisting of potential abilities (IQ) and real abilities (knowledge + skills), (2). The motivational factor, which is formed from the attitude of an employee in dealing with work situations. Motivation is a condition that drives employees who are directed to achieve organizational goals. Mental attitude is a mental condition that encourages employees to strive for maximum work performance, (3). Individual factors consisting of: a. Abilities and Skills, b. Demographic aspects (consist of: Gender, Race behavior, Cultural diversity), (4). Psychological factors (consist of perception, attitude, personality, motivation, job satisfaction, job stress), and (5). Organizational factors (consist of leadership, compensation, conflict, power, organizational structure, job design, organizational design, and career).

From some of the factors above, it can be concluded that there are many factors that affect employee performance, including internal factors and external factors. Internal factors include: intellectual ability, emotional intelligence, job stress, and employee motivation. External factors include: work environment, compensation and management systems in the company. These factors should be considered by superiors so that the performance of employees can be more optimal.

### *2.3. Definition of Leadership*

According to [18] a leader is someone who has the ability to influence the behavior of others without using force, so that the people they lead accept themselves as worthy to lead them. [19] state that leadership is an influencing process carried out by a person in managing his group members to achieve organizational goals. Leadership is a form of strategy or leadership theory which is certainly carried out by people who we usually refer to as leaders. A leader is someone with the leadership authority directs his subordinates to do some of his work in achieving goals.

In the business world there are several types of leadership that are often adopted by an entrepreneur [20], this type of leadership is different from existing studies, among other types of leadership in the business world, such as:

a. Transactional leadership

Transactional leadership is a leader behavior that focuses his attention on interpersonal transactions between leaders and members that involve exchange relationships. These exchanges are based on an agreement regarding clarification of goals, work standards, work assignments, and rewards [21]. Transactional leaders are leaders who make transactions motivate followers by calling out their personal interests [22]. [23] also argues that the characteristics of transactional leadership consist of two aspects, namely: (1). Contingent Rewards. The leader informs subordinates about what subordinates must do if they want to get certain rewards and guarantees that subordinates will get what they want in exchange for the effort done. (2). Exception Management. The leader tries to maintain the achievements and working methods of his subordinates, if there is a mistake, the leader immediately acts to correct it.

b. Transformational leadership

According to [23], the term Transformational leadership is an attempt by leaders to transform followers from one low level of need hierarchy of needs to another higher level of needs. According to Abraham Maslow's theory of motivation, leaders also transform expectations for the success of followers, as well as values and develop organizational culture to achieve the goals that the leader has set. Through Transformational Leadership, followers can achieve performance that exceeds what the leader has expected (performance beyond expectations). [24] defines transformational leadership as a leader who inspires his followers to put their personal interests aside for the good of the organization and they are able to have a tremendous influence on their followers. [23] states that transformational leadership is different from transactional leadership. Transformational leadership is leadership that goes beyond just an exchange or reward for the performance displayed by followers but is based more on trust and commitment (Jung and Avolio, 1999: 209 in [25] . According to Jung and the Virgin Group in [26], Transformational leaders pay attention to the development needs of each follower and the problems by helping them see old problems in new ways, and they are able to excite, awaken , and inspire followers to put forth extra effort towards achieving group goals. This transformational leadership is truly defined as true leadership because this leadership really works towards goals that direct the organization to a goal that has never been achieved before [27] .

c. Visionary Leadership

Visionary leadership is a leadership pattern that is intended to give meaning to work and efforts that need to be carried out jointly by company members by giving direction and meaning to work and efforts carried out based on a clear vision [28]. Harper (2001) in [29] states that leadership is facing an era of rapid change or “accelerating” change. Therefore, time is an important factor to make a visionary leader. Vision-based leaders understand that they cannot turn their visions into reality alone [30]. They need help and support from their followers. Vision-based leaders therefore empower their followers by assigning tasks that lead to successively greater positive experiences and heightened self-confidence, thus persuading followers of their own capabilities and creating an environment of positive emotions and heightened excitement [31]. [32] state that "the dynamic of transformational leadership involves strong personal identification with the leader, joining in a shared vision of the future, or going beyond the self-interest exchange of rewards for compliance". Thus, visionary and transformational leaders must also have the ability to equate the vision of the future with their subordinates, as well as enhance the needs of subordinates at a higher level than what they need.

### 3. Research Method

This research uses phenomenology, which is an approach started by Edmund Husserl and developed by Martin Heidegger to understand or study the experience of human life. Phenomenology requires science to consciously direct to pay attention to certain examples without theoretical prejudice through different experiences and not through large data collections for a general theory beyond the real substance [33]. [34] say that:

“Phenomenologist ...are not at all in the business of trying to explain why people do what they do. Rather, they are interested in explaining how people do what they do : according to constructs they manage to organize their daily lives, especially their communication between each other.”

So, researchers in phenomenological studies are not interested in examining the aspects of causality in an event, but trying to search about how people experience something and the meaning of that experience for themselves. The phenomenological method pioneered by Edmund Husserl has a bearing: *zurück zu den sachen selbst* (back to things themselves) (Dister Ofm in [35]). This approach evolved into a qualitative research method that matured and matured over the decades in the twentieth century. The general focus of this research is to examine the essence or structure of experience into human consciousness [36].

Phenomenology is the study of knowledge that comes from awareness or how to understand an object or event by experiencing it consciously [37]. Phenomenology seeks to approach the object of study in a constructive and careful way, without including prejudice by any previous conceptions. Qualitative methodology using phenomenological methods is a research on the world of people's lives, their subjective experiences of everyday personal life. Researchers will consistently do bracketing or locking up personal assumptions so that they are able to see phenomena from the informant's point of view. This study aims to gather information about employees who work in private universities, especially regarding their experiences when they have to work from home (WFH). For this reason, the phenomenological approach is very suitable to be applied in this research.

Data collection was carried out by in-depth interviews to obtain detailed data about the phenomenon under study. Participants in this study were determined based on purposive sampling. Interviews were conducted with 24 informants who are staff from private universities. In this study, informants are classified into 2 groups, namely, the first group consists of 12 staff who work at universities that are included in the top 10 in Jakarta, and 12 more staff come from private universities that are not included in the top 10. The classification of this university is based on [38] concerning the Classification and Ranking of Higher Education in Indonesia in 2015, DIKTI, namely the ranking of universities in Indonesia carried out based on: (1). Quality of Human Resources, (2). Quality Management, (3). Quality of Student Activities, and (4). Quality of Research and Scientific Publications. This classification is very important because the researchers want to see if there is a difference in the performance of employees who work in the top 10 universities and those working in universities that are excluded of that category. In addition to interviewing staff, researchers also feel the need to gather information from the university regarding what efforts they are doing to improve the quality of employee performance so that they can work optimally during the Covid-19 pandemic. For this reason, interviews with representatives of university leaders were conducted.

The data obtained from this in-depth interview were then analyzed using Interpretative Phenomenological Analysis (IPA). According to Smith in [39] there are several stages in science, namely: (1) reading and re-reading, (2) initial noting, (3) developing emergent themes, (4) searching for connections across emergent themes, (5) moving the next cases, and (6) looking for patterns across cases.

#### 4. Result

From the semi-structured interviews conducted with 24 staff at 8 private universities in Jakarta (4 top 10 universities and 4 not included in the top 10 universities), the results are as illustrated in table 1 below:

Table 1  
Results of Interviews with Staff at Private Universities in Jakarta

Aspects	Staff experience working in the top 10 Universities in Jakarta (Category A)	Staff experience working not in the top 10 Universities in Jakarta (Category B)
Barriers encountered when working from home (WFH)	(a) Initially difficulties in an unstable internet network, but with fast support from the university management, improvements were made and now there are almost no problems with the internet network anymore.	<ul style="list-style-type: none"> <li>(a) Problems with an unstable internet network that hinders work. Efforts to make repairs are not maximal so that the same problem still occurs.</li> <li>(b) Employees often have to work in non-conductive home situations.</li> <li>(c) Difficult to coordinate with colleagues, because there is no direction from superiors.</li> <li>(d) There has never been any direction from the superior regarding the changed work system.</li> <li>(e) Lack of communication between superiors and subordinates causes employees to always be overwhelmed with questions about job continuity.</li> <li>(f) Employees always feel insecure and uncomfortable at work.</li> </ul>
	(b) Initially the coordination between the teams was not optimal, apart from problems with the internet network, the mechanism for using WA, telephone and zoom which had not been standardized caused the staff to experience difficulties due to overlaps, but quickly, management conducted an evaluation and improvements were made immediately so that employees do not encounter another obstacle.	
Employees' work motivation during WFH	<ul style="list-style-type: none"> <li>(a) Stay motivated to work, just like when working in an office.</li> <li>(b) Before starting WFH, management provided direction through circular letters and meetings through Zoom regarding changes in the work system.</li> <li>(c) The leadership motivates all employees to continue working as usual and not have to worry about things they fear such as layoffs or reduced wages.</li> <li>(d) Employees still feel safe and comfortable even though they have to work from home.</li> <li>(e) Employees remain enthusiastic and show good performance considering that the institution has shown its concern for employees</li> </ul>	<ul style="list-style-type: none"> <li>(a) Lack of motivation to work, unlike when working in an office.</li> <li>(b) Before starting WFH, staff were not briefed by the leadership regarding changes in the work system.</li> <li>(c) Leaders never communicate that all employees continue to work as usual and do not have to worry about things that they fear will happen such as layoffs or reduced wages.</li> <li>(d) Employees feel insecure and uncomfortable while working at home.</li> <li>(e) Morale of employees decreases with the lack of attention from institutions to employees.</li> <li>(f) Leaders never provide motivation to employees, let alone rewards such as</li> </ul>

		praise, but on the other hand, leaders often impose sanctions on employees who are considered slow in completing work.
Supervision / control applied by superiors during WFH	<ul style="list-style-type: none"> <li>(a) Each division leader monitors his staff regularly by communicating via What'sapp, Email, and telephone.</li> <li>(b) Coordination is also carried out through meetings with Zoom.</li> <li>(c) Employers ask staff if there are difficulties in carrying out their duties. If there is a boss trying to discuss to find a solution. If all the work has been done well, the boss gives praise.</li> <li>(d) Employers provide more motivation so that employees remain enthusiastic about working and have a sense of security and comfort.</li> </ul>	<ul style="list-style-type: none"> <li>(a) Not all division leaders regularly monitor their staff by communicating via What'sapp, Email, and telephone.</li> <li>(b) Coordination is also rarely carried out through meetings with Zoom.</li> <li>(c) Employers often give warnings / sanctions if there is a delay in completing work by staff without asking what the cause is.</li> <li>(d) Employers lack motivation so that employee morale decreases and does not have a sense of security and comfort at work.</li> <li>(e) Employees will experience emotional stress in carrying out their work.</li> </ul>

In addition to interviewing staff, researchers also interviewed university representatives to obtain information regarding the efforts made by the university in order to improve the quality of employee performance so that they can work optimally during the Covid-19 pandemic. The following are the results of the interview.

Table 2  
Results of Interviews with Management Representatives of Private Universities in Jakarta

Aspects	Management Representatives of Top 10 Universities in Jakarta (Category A)	Management Representatives of Universities that are not in the Top 10 in Jakarta (Category B)
The factors that most determine employees to improve their performance, especially during the Covid 19 pandemic.	<ul style="list-style-type: none"> <li>1. Attitude of Leaders               <ul style="list-style-type: none"> <li>(a) Employers who can communicate effectively with their subordinates</li> <li>(b) Employers who can provide motivation, in the form of: praise, encouragement</li> <li>(c) Employers who can provide a sense of security and understand what employees need.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>1. Leadership               <ul style="list-style-type: none"> <li>(a) Leaders must tighten monitoring.</li> <li>(b) Leaders in each division must monitor so that employees are disciplined even though WFH is mainly related to work completion.</li> <li>(c) The leadership must give strict sanctions to employees who do not carry out their duties and jobs properly.</li> </ul> </li> </ul>

	<p>2. Motivation</p> <ul style="list-style-type: none"> <li>(a) Internal (intellectual abilities, emotional intelligence of employees)</li> <li>(b) External (motivation and input from superiors, coworkers, family)</li> <li>(c) Fulfillment of employee rights and obligations during the pandemic as stated by management.</li> <li>(d) Good communication between leaders and employees as well as among employees.</li> <li>(e) Fulfilling the needs of employees' safety and convenience.</li> </ul>	<p>2. Motivation</p> <ul style="list-style-type: none"> <li>(a) Employees must have inner motivation to continue working and be responsible for their duties and obligations.</li> <li>(b) Additional incentives needed by employees during WFH, such as internet fees.</li> </ul>
<p>Efforts must be made by the university in order to improve the quality of employee performance so that they can work optimally during the Covid-19 pandemic.</p>	<p>1. Leader of each division is obliged to monitor all his staff periodically and do the following:</p> <ul style="list-style-type: none"> <li>(a) Asking about the employee's health and family condition.</li> <li>(b) Asking about jobs and obstacles encountered.</li> <li>(c) Helping to provide solutions to problems faced by employees.</li> </ul>	<p>1. Each leader must monitor his staff and check the work performed by the staff. If there is an error or delay in completing work, the boss must provide strict sanctions.</p>
	<p>2. Provide motivation to keep the spirit of work even in times of a pandemic. Each division leader is obliged to monitor all his staff regularly and do the following:</p> <ul style="list-style-type: none"> <li>(a) Asking about the employee's health and family condition.</li> <li>(b) Asking about jobs and obstacles encountered.</li> <li>(c) Help provide solutions to problems faced by employees.</li> <li>(d) Providing motivation to keep working even during a pandemic.</li> </ul>	<p>2. Each leader must apply stricter rules in order to increase employee discipline. Strict sanctions must be applied to employees who do not perform their duties and jobs properly.</p>
	<p>3. Periodically meetings are held through zoom as a means of communication between leaders and employees. This meeting should be used by universities to:</p> <ul style="list-style-type: none"> <li>(a) discuss issues encountered by employees during WFH</li> <li>(b) strengthen coordination between sections</li> <li>(c) keep employees' performance from decreasing</li> </ul>	<p>3. Institutions must prepare facilities for the smooth running of WFH employees such as internet networks and incentives.</p>

## 5. Discussion

The analysis conducted from the results of interviews with staff who work at universities that are included in the top 10 best universities in Jakarta (Category A) and staff working at universities that are not included in the top 10 (Category B) found several differences. When

asked what obstacles they encountered during WFH, the category A staff said that they initially encountered obstacles in an unstable internet network and difficulty coordinating between teams. However, the management immediately made improvements so that finally the work mechanism ran smoothly without any significant obstacles. On the other hand, staff from category B experienced more obstacles and efforts to make improvements were also less than optimal. From the answers above, it is known that the role of leaders is very large in managing HR. One of the factors that influence employee performance is organizational factors, which consist of: leadership style, compensation, conflict, power, organizational structure, job design, organizational design, and career [15],[17].

Meanwhile the staff with category A indicated that when they had to be WFH they were still motivated to work, just like when they had to work in the office. They also do not have concerns about things that they do not expect during the Covid-19 pandemic. With the motivation of their superiors, employees remain calm, and have a sense of security and comfort (Maslow, 1943) in [14].

"Before starting WFH, the management provided guidance through circular and meetings via Zoom regarding changes in the work system. The leader always motivates all employees to continue working as usual and do not have to worry about things they are afraid of such as layoffs or reduced salaries, so that employees still feel safe and comfortable even though they have to work from home, and staff remain enthusiastic and show good performance considering that the institution has shown its concern for employees. " (US- Staff of Category A University)

This contrasts sharply with the staff from category B, who lacked motivation to work during WFH. This happened because prior to the implementation of the WFH system, employees were never given direction and motivation by their leaders.

"Before starting WFH, employees were not briefed by the leadership regarding changes in the work system. Leaders never communicate that all employees continue to work as usual and do not have to worry about things they fear, such as layoffs or salary reductions. Many employees feel insecure and comfortable while working at home. And this makes employee morale decrease with a lack of attention from institutions to employees. " (ES - Staff of Category B University).

This is in line with what was said by [13] that employees from universities with category A have intrinsic motivation that comes from within themselves and on their own consciousness without anyone pushing them from outside themselves. Meanwhile, the staff from category B universities show more extrinsic motivation, where they must be pushed from outside which is not related to themselves.

The staff from the category A universities also said that the leadership provided more motivation if the employees had not been able to complete their work properly or on time, while asking what was the cause, and trying to help by finding a solution. Even if the employee can do a good job, the boss does not forget to give a reward such as a compliment.

“Each division leader monitors his staff regularly by communicating via What'sapp, Email, and telephone. Coordination is also carried out through meetings with Zoom. The supervisor asks the staff if there are difficulties in carrying out their duties. If there is a boss trying to discuss to find a solution. If all the work has been done well, the boss gives praise. The boss provides more motivation so that employees remain enthusiastic about working and have a sense of security and comfort. " (DE - Staff of Category A University)

Meanwhile, employees who work at category B universities often receive reprimands and even sanctions from their superiors if they are deemed the work they are doing is not up to standard. The boss never even asks what difficulties the employees face in carrying out their work from home.

From the differences in the answers above, we can conclude that leaders from the top 10 universities are the combination between transformational leaders who have the potential to inspire subordinates to do their best, develop their skills to take these subordinates to a higher intellectual level [27], and visionary leader who can arouse the enthusiasm of its members by using their motivation and imagination, to make an organization more alive, mobilizing all the components in the organization, so that the organization can develop [31]. Transformational leaders are able to urge followers to achieve more than expected [40]. Meanwhile, leaders from category B universities tend to be transactional leaders. The leadership has the main characteristic that is the exchange between productivity and reward or punishment. Leaders rarely provide motivation but provide more reprimands or sanctions on the grounds of enforcing employee work discipline.

## 6. Conclusion

From the data analysis described above, it can be concluded that the factors causing obstacles for employees to work from home are motivation and leadership factors. Leaders who always provide motivation to their employees will provide a sense of security and comfort so that this will affect employee performance. On the other hand, a leader who never motivates his employees but only applies sanctions will make employees experience emotional pressure, so that performance will decrease. For further research, the researcher recommends conducting a study on intrinsic and extrinsic motivation towards employee performance with a different approach.

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