

# The Effect of Work Motivation, Work Stress and Work Satisfaction on The Performance of Employees Working from Home (Wfh) During the Covid-19 Pandemic at Xyz University Jakarta

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## Abstract

This study aims to investigate the partial and simultaneous effect of work motivation, work stress, work satisfaction on the performance of employees working from home (WFH) during the Covid-19 Pandemic at XYZ University Jakarta. The research method used is descriptive and verification methods with a quantitative approach. This research comprises independent variables, specifically, work motivation, work stress, work satisfaction, and the dependent variable is the performance of work from home employees. Questionnaires as a data collection technique used are distributed to work from home employees at XYZ University Jakarta with 100 respondents. Data analysis techniques used are descriptive analysis and multiple linear regression analysis. The results at a significance level of 5% indicate that: (1) work motivation, work stress, and work satisfaction have a simultaneous and significant positive effect on the performance of work from home employees at XYZ University Jakarta with the F test value showing  $F_{\text{Calculate}} (73.997) > F_{\text{Table}} (2.70)$ . (2) work motivation has a partial and significant effect on the performance of WFH employees at XYZ University Jakarta with the T-test value showing  $t_{\text{Calculate}} (2.933) > t_{\text{Table}} (1.98)$ . (3) work stress has no significant effect on the performance of WFH employees at XYZ University Jakarta with the T-test value showing  $t_{\text{Calculate}} (1.544) < t_{\text{Table}} (1.98)$  (4) work satisfaction partially and significantly affects the performance of WFH employees at XYZ University Jakarta with the T-test value of  $t_{\text{Calculate}} (3.771) > t_{\text{Table}} (1.98)$ .

## Keywords

Work Motivation, Work Stress, Work Satisfaction and Employee Performance

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## Background

The world is shocked in 2020-2021 by a dangerous virus that attacks humans. Corona-Virus is the name of the virus (Covid-19). According to the World Health Organization, the Corona virus is a virus that attacks the respiratory system, causing mild respiratory disorders, severe lung infections, and even death. Corona virus spread quickly when it first appeared the number of confirmed Indonesian citizens has risen to 1.419.455, with the addition of positive cases in the last 24 hours bringing the total to 4.714. This is the most in Southeast Asia... (Source: pikiran-rakyat.com). The increasing prevalence of Covid-19 has forced many countries, including our own, to recognize the relevance of health protocols and to begin implementing the Covid-19 Protocol in accordance with WHO recommendations. As a result, the government urges the public to follow the *S M* recommendations, which include wearing masks, keeping a safe distance, washing hands, avoiding crowds, and limiting mobility. The existence of this recommendation does not reduce the number of people who have been confirmed to be Covid-19; rather, it increases on a daily basis, so the government implements policies governed by Law No. 21 of 2020 concerning PSBB or Large-Scale Social Restrictions in order to break the chain of spread of Covid-19.



**Figure1** Corona Virus Outbreak in Indonesia

This Large-Scale Social Restriction is implemented in a variety of sectors, including road closures at specific hours, the closure of tourism and recreation areas, online learning daring (schools and universities), and so on. The City of Jakarta is one of the cities that has implemented this policy by enforcing the provisions of Article 35 paragraph (5) of Governor Regulation Number 3 of 2021 concerning the Implementing Regulations of Regional Regulation Number 2 of 2020 concerning the Handling of Corona Virus Disease 2019, which requires the level of active cases of Covid-19, which necessitates an extension of time for the application of restrictions on outdoor activities Large-Scale Social Restrictions must be approved by the Governor. (ppid.jakarta.go.id). With such a regulation, the Jakarta economic cycle system is hampered because many employees are laid off or work from home.

WFH or Working From Home, which means working from home, is enforced in every company in Jakarta, causing employees to struggle and their performance to suffer. According to Collins (2021), human resource management is the science and art of regulating the relationship and role of the workforce in order for them to be active and efficient in assisting the realization of the company's, employees', and society's goals. As a result, if human resource performance suffers, the company's effectiveness and efficiency suffer as well. Human resources are crucial in any organization or business. The workforce plays a role in promoting the growth of an organization or company. The potential of quality human resources in a company, the resulting activities will be optimal, increasing the effectiveness and efficiency of the company and spurring competitiveness with other companies. As a result, in order to achieve the company's goals, every organization requires high-quality human resources. Human resources are the

main driving force behind a company that can make a positive contribution to the company. (Meisya, Yusuf, & Martika, 2021). Employee performance is defined as a person's work in completing tasks assigned to him within a specific time frame based on his skills, experience, and sincerity. Employee performance is one of the company's capital for achieving its objectives. As a result, company leaders should take employee performance into account. Performance can be defined as a person's ability to complete a task successfully. Employee performance is defined as a person's work in completing tasks assigned to him in order to meet work targets. Employee performance is one of the determining factors in a company's or organization's ability to achieve its objectives. As a result, company leaders must consider employee performance; if employee performance declines, it can have an impact on the company's overall performance (Collins, 2021).

Current conditions necessitate companies racking their brains in order to keep the company running during the current Covid pandemic. Furthermore, the government issued regulations to avoid crowds and reduce mobility, so businesses must strive to maintain good performance by allowing their employees to work from home. Working from home is not common in Indonesian companies; this shift in work methods is a type of organizational change to assign duties and responsibilities to employees by 'forbidding' employees to work in the office and gather in the room, so employees must work at home. This prohibition is not intended to 'harm' performance, but rather to serve specific purposes, such as preventing the spread of the corona virus. COVID-19 has an impact on the Bakrie Education Foundation, or YPB, which oversees Bakrie University. Since 2020, all activities within the Bakrie University environment have been halted or discontinued. The regulation refers to a government regulation that forbids teaching and learning activities from kindergarten (Kindergarten) to university level. As a result, Bakrie University employees have been forced to work within constraints (work from home or WFH) until now. With the limited work that employees have, this research will be a reference point.

### Literature Review Work Motivation

The impact of work motivation on employees is critical for every company in order to achieve the goals that have been established. According to Saydam and Kadarisman in, the driving factors for employees to work better are internal and external factors (Erina, 2021) External and internal factors both influence work motivation. External factors include established policies, job requirements that employees must meet, the availability of facilities and infrastructure to support the implementation of work, and leadership styles for their subordinates. Internal factors are the abilities that employees have in the workplace, such as work spirit, responsibility, a sense of belonging in group life, achievement, and work productivity.

### Work Stress

Each individual, as well as employees with varying workloads in each company, has a different level of stress. Work stress is a condition in humans that causes a physical and psychological imbalance, affecting emotions, thought processes, and the human condition. Meanwhile, work stress is defined as "a dynamic condition in which an individual is confronted with an opportunity, demand, or resource related to environmental conditions, organizational conditions, and on someone" by Nugrahaningsih (2021). Employees must be aware of the sources of work stress so that they can avoid it. Aboramadan and Karatepe (2021) claims that sources of work stress are classified based on their origin. The first comes from work, while the second comes from outside of work. Work-related stress can be caused by a variety of factors, including:

1. The workload is excessive.
2. Time constraint.
3. Inadequate supervision
4. Dangerous working conditions.
5. A lack of information from job performance feedback.
6. An unbalanced relationship between authority and responsibility.
7. Uncertain roles and employees in the organization's overall activities.
8. Dissatisfaction brought on by the intervention of others both within and outside the work group.

9. Disagreements between employees' and the organization's values
10. Changes in general create a sense of uncertainty.

### Work Satisfaction

Work satisfaction is the feeling that employees have in a company for a personal accomplishment. Meanwhile, work satisfaction, according to [Fogaca, COELHO, Paschoal, Ferreira, and Torres \(2021\)](#) is a driver of employee and organizational results because it is the result of employees' perceptions of how well their work provides things that are considered important. Employees who are happy at work are more likely to contribute to the company. Employee work satisfaction is influenced by the following factors:

1. Salary and working conditions
2. Work-life integration
3. Recognized and respected
4. Ensured workplace safety
5. There are difficulties
6. Have a well-defined career path

### Employee Performance

Employee performance cannot be separated from a job that can affect a company's level of success. According to [Piwowar-Sulej \(2021\)](#), performance is the result of work that a person or group of people in a company can accomplish in accordance with their respective authorities and responsibilities in order to achieve organizational goals illegally while not breaking the law or going against morals and ethics.

### Framework

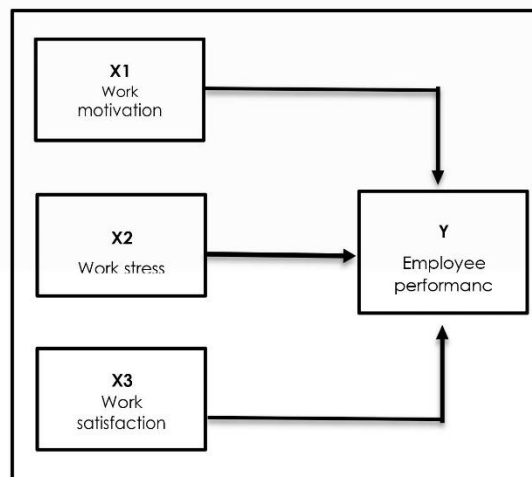


Figure 2: Framework

Based on the framework described above, the hypothesis can be stated as follows:

Ho: Work Motivation, Work stress and Work satisfaction are not able to affect employee performance.

H1: Work Motivation, Work stress and Work satisfaction can affect employee performance positively and significantly.

### Research Methods

The approaches used in this study include descriptive and verification. The descriptive technique is used to explain or describe problems involving independent variables, such as job motivation, stress, and satisfaction, whereas verification analysis is an examination of models and evidence evidence that is helpful in determining whether the proposed hypothesis is correct. The purpose of the verification analysis in this study was to see how job motivation, stress, and satisfaction affected employee performance. The participants in this study are XYZ University Jakarta workers. A representative sample of 167 employees from XYZ University Jakarta was taken. Accidental Sampling or a random sample with a total of 100 respondents was employed as the sampling strategy. The following is how the number of responders was calculated using the formula proposed by [Diamantini, Potena, and Storti \(2021\)](#):

$$n = \left[ \frac{(Z_{\alpha/2}) \cdot \sigma p}{e} \right]^2$$

$$n = \left[ \frac{(1,96 \cdot 0,25)}{0,05} \right]^2$$

$$n = 96,04 \text{ rounded up to } 100$$

Where:

n = number of samples

Z $\alpha$  / 2 = the value obtained from the normal table on the 95% confidence level = 1.96.

$\sigma$  = 25% standard deviation

e = error(error rate in sampling 5% = 0.05)

### Results and Discussion Respondent Profile Analysis

Respondents in this study were XYZ University Jakarta employees who participated in WFH and satisfied the study's criteria. There were 107 persons who took the time to answer to the survey. In a survey investigation, a number of respondents (n) of up to 100 people is considered viable and meets the sample size ([Ferrigno, Dagnino, & Di Paola, 2021](#)). According to the information gathered, 74% of respondents were female and 26% were male. The majority of the responders (45%) were between the ages of 31 and 40. 34 percent of respondents were between the ages of 21 and 30, and 21% were over the age of 41. According to years of service, 37% of respondents worked for 2-5 years, 34% for 6-10 years, 13% for 11-15 years, 10% for more than 15 years, and 6% for less than one year.

### Classic Cssumption Test

#### Normality Test

Table 1

One Sample Kolmogorov Smirnov

One-Sample Kolmogorov-Smirnov Test	
	Unstandardize d Residual
asymp. Sig. (2-tailed)	,200

It may be determined that the residual value is normally distributed based on the results of the Kolmogorov Smirnov One Sample test (Table 1), where the significance value is  $0.200 > 0.05$ .

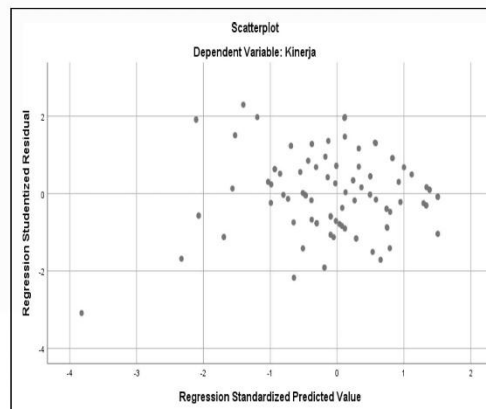
Table 2 displays the output coefficient of the model; if the VIF value is less than 10 and the tolerance value is greater than 0.10, there is no multicollinearity symptom. The calculations yield VIF values for work motivation (X1), work stress (X2), and work satisfaction (X3) that are less than 10 and a tolerance value of greater than 0.10, indicating that there are no signs of multicollinearity in the regression model.

### Multicollinearity Test

**Table 2**  
Multicollinearity Test

Coefficients		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Work motivation	,326	3,066
	Work stress	,263	3,804
	Work satisfaction	,237	4,212

### Heteroscedasticity Test



**Figure 3** Scatterplot Graph

The scatterplot graph exhibited for the heteroscedasticity test in Figure 3 reveals points that spread randomly with no discernible pattern and in the spread of the points below and above the number 0 on the Y axis.

### Multiple Linear Regression Analysis

**Table 3**  
Results of Multiple Regression Analysis

Coefficients <sup>a</sup>		Unstandardized Coefficients	
Model		B	Std. Error
1	(Constant)	6,903	1,296
	Work_motivation	,259	,088
	Work_stress	,136	,088
	Job_satisfaction	,380	,101

a. Dependent Variable: Performance

The results of the multiple linear regression equation are:  $Y = 6,903 + 0,259 X1 + 0,136 X2 + 0,380 X3 + e$

1. The constant number of 6.903 indicates that the employee performance at XYZ University Jakarta is 6.903 if the job motivation, stress, and satisfaction studied are constant.
2. The work motivation regression coefficient is 0.259, implying that an increase in work motivation will result in a 0.259% increase in employee performance at XYZ University Jakarta.
3. The work stress regression coefficient is 0.136, indicating that job stress has a 0.136 effect on employee performance at XYZ University Jakarta. The regression coefficient of work satisfaction is 0.380, implying that an increase in work satisfaction will result in a 0.380 improvement in employee performance at XYZ University Jakarta.

### Hypothesis Test (F and t Test) Simultaneous Test

**Table 4**  
Summary of F . Test Results

ANOVA <sup>a</sup>			
Model		F	Sig.
1	Regression	73.997	,000 <sup>b</sup>
	Residual		
	Total		

a. Dependent Variable: Performance  
b. Predictors: (Constant), Job\_Satisfaction, Work\_Motivation, Job\_Stress

Table 4 reveals that the level of significance, p-value = 0,000 < 0.05, also shows F Hitung (73,997) > F Tabel (2,70) that H0 is rejected or Ha is accepted, implying that Work Motivation (X1), Work Stress (X2), and Work Satisfaction (X3) all have a substantial impact on Employee Performance (Y).

### Partial Test

**Table 5**  
Test Results T

Coefficients <sup>a</sup>			
Model		t	Sig.
1	(Constant)	5,326	,000
	Work_motivation	2,933	,004
	Work_stress	1,544	,126
	Job_satisfaction	3,771	,000

a. Dependent Variable: Performance

Table 5 shows that the value  $t_{Hitung}(2,933) > t_{Tabel}(1,98)$ , which means that  $H_0$  is rejected, then partially work motivation ( $X_1$ ) has a significant effect on employee performance (Y). The value  $t_{Hitung}(1,544) < t_{Tabel}(1,98)$ , which means  $H_0$  is accepted, then partially Work Stress ( $X_2$ ) has no significant effect on Employee Performance (Y). Value  $t_{Hitung}(3,771) < t_{Tabel}(1,98)$ , which means  $H_0$  is accepted, then partially Work satisfaction ( $X_3$ ) has a significant effect on Employee Performance (Y).

### Coefficient of Determination Results (Adjusted R2)

**Table 6**  
Coefficient of Determination

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,826 <sup>a</sup>	,683	,674	2,124

a. Predictors: (Constant), Job Satisfaction, Work Motivation, Job\_Stress

b. Dependent Variable: Performance

The coefficient of determination obtained from the calculation using the formula is 0.683. This means that work motivation, work stress, and work happiness all have an impact on the variable of nurse employee performance, which is 68.30 percent. Meanwhile, other characteristics that are not studied in this study influence the remaining 31.70 percent.

### Conclusions and suggestions

Based on research findings and previous explanations, we can conclude that work stress ( $X_2$ ) has no effect on employee performance. While work motivation ( $X_1$ ) and job satisfaction ( $X_3$ ) have a positive impact on employee performance. Following the findings of this study, XYZ University Jakarta should focus on work motivation and work satisfaction, as these two variables influence employee performance. Employees at XYZ University Jakarta will perform better if they are motivated and satisfied at work.

### Thank-you note

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