

THE EFFECT OF EMPLOYEE MOTIVATION ON WORK PERFORMANCE OF EMPLOYEES WORKING FROM HOME

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ABSTRACT

The coronavirus pandemic of 2019 (COVID19) has forced most employees to work from home. This study aimed to determine the effect of employee motivation on the work performance of employees working from home. The method used for this study is the quantitative design of research. The data was gathered from the 100 workers currently working on a work from home (WFH) setup or those who have experienced working from home randomly selected by the researchers. Using a researcher-made questionnaire encoded in Google form responses were gathered from 100 randomly chosen respondents. Data were processed using frequency, percentage, mean, standard deviation, Pearson r and Multiple Linear Regression analysis. The assumptions on linearity, independence, normality and homoscedasticity were established. Findings revealed that employee motivation and work performance have a strong significant relationship. Work condition and job security had a significant influence on work performance. This implies that motivation is essential in improving

employees' performance. Researchers recommend that management should provide their employees with continuous support and career growth and development improvement programs. The study may also aim to explore other indicators that they can test to the work performance to improve the model developed in the study.

KEYWORDS: *employee motivation, work performance, work-from-home employees, descriptive-correlational study, Philippines.*

INTRODUCTION

The coronavirus pandemic of 2019 (COVID19) has forced most academics to work from home. However, the presence of technology assures the employees that they can still do their work even if they stay in their own homes. This abrupt change of location may affect academic productivity and exacerbate the challenges universities face in an uncertain future. Before the pandemic, working from home was a pipe dream for many people. Such a practice was considered unfeasible in densely populated areas. The pandemic has upended people's work and personal lives, much of which one can link to the unexpected move to work from home (WFH). From the earliest days in which people began working from home due to the COVID-19 pandemic, employees have been inundated with juggling personal and job

responsibilities suddenly. Also, at home and working alongside family members or other cohabitants must also collocate and manage their obligations. In this study, we examine the impact of these circumstances on the academic workers' ability to work effectively.

Concerning how the employee performs if they work at their premises (Gibbs, 2021), it is noted that the employees with children at home work longer hours. They saw a lower productivity decline than those without children. Women experienced a more significant drop in output. In contrast, those with a more extended stay with the organization fared better than the others. Higher communication and coordination costs are significant changes in WFH production. Through those outcomes, it seems that the workplace dramatically impacts how the employees remain motivated to do their designated jobs. Since working at home is somehow considered as working in one's facilities, it can be served as an example of what changes a person's motivation. Changes in a person's performance are also observed because of the sudden change in the workplace. For example, a student performs poorly in academics because he or she is being distracted by the chores, which are not present if they are on the school premises. It is because, in the first place, school is built to make students focus on studying. Only these facts are also applicable when it comes to the workplace because the purpose of the workplace or offices is to make the employee focus on work. That is why people who work at home and fail to manage their time correctly tend to have poor performance.

Motivation may play a massive part in maintaining the work performance of one individual. A good company looks after its employees. It is frequently accomplished by

paying close attention to their work surroundings (Satyendra, 2019). How about the workplace is now their houses with many hindrances that can distract them from performing well? Will those employees still be motivated and perform well? Some might be able to perform well; some might not. People have different preferences when it comes to doing their work. They have different preferences in their work on how they approach tasks in order for them to be effective in the field. A study by Susilo (2020) in Indonesia revealed that employees working from home experienced enjoyment, satisfaction, and motivation, enhancing job performance. However, Madell (2019) also argued that work from home has disadvantages, including the lack of supervision, which increases miscommunication. The disadvantages include the absence of personal separation between work and personal time. The home may also be a tedious work environment. The author contends that these disadvantages may contribute to lower employee performance. With this, the company may be affected by not being able to meet its targets.

The Telecommunication Act of the Philippines allowed the work-from-home arrangement even before the onset of the COVID 19 pandemic. It is due to the emergence of technology, especially the Internet. This work-from-home arrangement intensified during the coronavirus breakdown in 2020 due to the health protocols implemented by the government to avoid the broader spread of the infection. A study by Ramos and Prasetyo (2020) revealed that work from home factors negatively affect job performance. The study yielded significant results; however, the focus is more on job productivity. In Davao City, studies have been conducted

about job satisfaction in the BPO industry and the effect of the pandemic. However, no study has been done on job motivation and its effect on work performance among employees working from home. There is a dearth of global and local literature on the topic. Hence, this study aimed to contribute to the body of knowledge on how job motivation affects the work performance of employees working from home during the pandemic.

METHODOLOGY

This chapter of the study contains the methods that will be used in conducting the research. It comprises the research design, sources of data, research instrument, respondents, the procedure of the study, ethical consideration and the data analysis.

Research Design

This research work has employed a quantitative, non-experimental design using the descriptive-correlational method. Quantitative research, as defined by Watson (2015), is a study of a social problem that explains phenomena by collecting numerical data. Furthermore, analyzing them using mathematics-based methodologies, such as statistics. Moreover, the descriptive-correlational method entails gathering data to test hypotheses or answer questions about the current status of the subject being understudied. It was also stated by Quaranta (2017) that a descriptive-correlational study is primarily interested in describing relationships among variables without seeking to establish a causal connection.

Furthermore, as defined by Siedlecki (2020), a descriptive research design is a scientific method that involves observing and describing the behavior of a subject without influencing it in any way. In addition to Bhandari (2021), correlational research design investigates relationships between variables without the researcher controlling or manipulating them. A correlation reflects the strength and direction of the relationship between two (or more) variables. The direction of a correlation can be either positive or negative. Hence, this method will describe employee motivation's effect on the work performance of employees working from home.

Research Locale

The study was conducted in different institutions in the academic setting as the study is concerned with working from home employees in Davao City. The different academic institutions are where the study's respondents come from. However, due to the mandated health protocols due to the pandemic, the actual survey was conducted online via Facebook Messenger and emails. The Google form link of the study was sent to the respondents who agreed to participate in the study via Facebook Messenger or email.

Respondents

The data is from the employees who are currently in a work-from-home setup. Participants were chosen randomly, which means there is no particular institution involved. As long as the respondents are working in a home-based setup, then they are qualified. Also, the desired number of participants is one hundred (100). The researchers used purposive quota sampling to get the

desired number of respondents in the study. To identify who have comprised the 100 respondents snowball sampling was employed. Initial respondents are asked for referrals for the succeeding respondents.

Data Collection

The data collection method used survey questionnaires encoded in Google forms, which have been distributed via online interaction or email. The researchers formulated the questionnaires based on the previous studies done by other authors. The questionnaire underwent validation and reliability test of its internal consistency using Cronbach's alpha.

The questionnaire has two parts based on the problem statement in this study which also has subtopics on each part with five (5) statements. Part I contains the statements for employee motivation together with its indicators. The questionnaire items on work conditions were based on the study of Macutay (2020). As for the work environment and compensation questionnaire, we adapted the questions based on the study of Blanco and Sison (2020). Job security is patterned on the questionnaire of Taamneh and Gharaibeh (2014). Part II contains items for the work performance of employees working from home. Regarding timeliness of submission and time management, we based the questionnaire on the study of Alay and Koçak (2013). Furthermore, Creativity is based on the study of Buladaco (2016) and Borgatto et al. (2020).

To establish reliability of the scales, Cronbach's alpha test was used, which yielded an alpha of 0.943. It conforms to the Nunnally (1987) benchmark of at least an

alpha value of 0.70. Thus, the questionnaire used in this study is valid and consistent, as shown:

Table 1. *Reliability test results by Cronbach's alpha*

Indicators	Items	Cronbach's Alpha
work condition	5	.942
work environment	5	.941
compensation	5	.941
job security	5	.942
timeliness of submission	5	.942
time management	5	.941
creativity	5	.940
Total	35	.943

In the data analysis, mean and standard deviation were used to determine the levels of the independent and dependent variables of the study. Pearson R tested the hypothesis on significant relationships as established while multiple linear regression analysis was used to determine which of the independent variables significantly influence the dependent variable of the study.

The rule on ethics in conducting research was maintained throughout the study, particularly during the survey and interview with respondents, to ensure that the participant's rights are respected. The institutional research ethics committee ensured that the study did not violate the rights of the participants to voluntary participation and the right to withdraw anytime. A certificate was issued before the survey commenced.

RESULTS AND DISCUSSION

Level of Employee Motivation

Table 1 shows the level of employee motivation to work conditions, work environment, compensation, and job security with the data's mean, standard deviation, interpretation, and verbal description.

Table 1. Level of Employee Motivation

Indicators	Mean	SD	Verbal Description
work condition	3.41	.470	very high
work environment	3.30	.735	very high
compensation	3.44	.479	very high
job security	3.13	.538	high
Total	3.32	.556	very high

As seen in the table, compensation gained a very high overall mean of (3.44) and standard deviation of (0.479) and an excellent interpretation. The respondents rated very high on the item *"I deserve to get the right compensation because I work hard,"* with a mean of (3.58). A very high rating was also recorded for work conditions with an overall mean of (3.41), a standard deviation of (0.470), and is an excellent interpretation. An excellent rating was given to the item *"The healthy work conditions promote my well-being as an employee"* with a mean of (3.58). The Work Environment also received a

very high rating with a mean of (3.30), a standard deviation of (0.735), and an excellent interpretation. The respondents noted that, "*The work environment is comfortable to perform the job,*" at a very high rate with a mean of (3.34). On the other hand, the respondents gave Job Security the lowest rating among the four indicators (still considered high), with a mean of (3.13) and a standard deviation of (0.538) and interpreted as good. Specifically, the respondents gave the lowest rating in the item "*I feel that my future career is obscure*" and "*I do not know when I might be terminated; therefore, I feel worried about my job,*" with a mean of (3.05) and (2.91) respectively. Overall standard deviation is generally low (0.556), which means that the data are not scattered and are clustered around the overall mean.

It could be taken that the respondents are not entirely confident regarding their job security. Since there is a decrease in interpersonal contact, feelings of isolation, and a high chance of misunderstanding (Kraja, 2015). It needs to be a concern for leaders. The motivation is that they do not meet face to face, do not know their emotions directly, and do not receive enough help from administrators directly (Sekhar et al., 2013). Working in a company highly affected by this pandemic makes them uncertain if they will continue working or will be terminated indefinitely. Further this study supported Adebayo and Lucky (2012) that motivation plays a vital role in the employees in a workplace. Employees motivated to do their work are more likely to be more productive with very high satisfactory work in an impressive way, it encourages workers to contribute pleasing objectives that can benefit the employees and the workplace. It can also lead to a domino effect in the

workplace as motivated employees tend to influence other employees.

Level of Work Performance

Table 2 shows that the level of work performance) is generally very high ($m=3.28$, $SD=.494$). Creativity (3.37) got the highest level of rating, specifically on the item "*The employee's creativity contributes to finding solutions to problems*" (3.45) and item "*The employee's resourcefulness is necessary for the work environment*" (3.45). Giving them the chance to be innovative and creative in this new normal set-up of working creates an inspiration to collaborate with their co-workers to have fresh ideas to solve any problem encountered in this kind of set-up. Engaging in creativity can help people guard against the negative effect of the pandemic and how entities at the personal, community, and national levels cultivated and expressed creativity to make meaning during Covid-19. A crisis like this serves as an essential impetus for creative action and innovative outcomes from an agentic perspective.

Table 2. *Level of Work Performance*

Indicators	Mean	SD	Verbal Description
timeliness of submission	3.13	.456	high
time management	3.33	.507	very high
creativity	3.37	.519	very high
Total	3.28	.494	very high

The lowest mean was evident in timeliness of submission (3.13), but the item "*I make constructive use of my time*" (3.30) was rated very high based on the interpretation scale. Having to work from home can hinder the "time to work" of the employees as they are working not only in their professional jobs but also in their household chores. Therefore, employees tend to create a timetable to effectively manage their time and still be able to pass any deadlines assigned to them. A high level was given to time management (3.33) and has the lowest mean on the item "*I keep things with me that I can work on whenever I get spare moments*" (3.29) which is still considered very high. The employees do not take their work outside their working hours to do personal workloads like household chores. Hence, knowing the value of time management is a critical aspect of every employee's success that they should possess. Planning would provide many opportunities to think about alternatives, and getting earlier at work is a sign of good time management. The overall standard deviation is generally low (0.494), which means that the data are not scattered and are clustered around the overall mean.

The result of this study supported Wijesundera (2018) in contending that job performance corresponds to its goal. Maintaining the employees' work performance is highly encouraged as it stimulates and reflects the quality of service and productivity of the employees. Moreover, improvements and developments are needed for a specific business strategy to produce a wealthy and high-performing workplace.

Correlation and Regression Analysis

As shown in Table 3, the Pearson Correlation indicates a significant positive strong linear correlation ($R=.693$; $p < 0.01$) between employee motivation and work performance. There is a strong positive relationship between the variables. It means that motivation is essential in improving employees' performance. It further explains the strong correlation between employee motivation and work performance. This finding was also consistent with Kamau and Paul (2019) study, "Effect of employee motivation on Employee performance in non-profit organizations," which established that employee motivation could highly influence the performance of every employee in the organization.

Table 3. Pearson Correlation Table and Model Fit Summary

	Employee Motivation	Correlation Strength	Sig. (2-tailed)	Significant Reject null hypothesis
Work Performance	.693	Strong	<.001	

*Correlation is Significant at 0.01 level (2-tailed)

The regression result in table 4 shows how the indicators of employee motivation influence work performance. It suggests that two indicators significantly predict work performance. These indicators are work conditions ($B = .381$, $p < .001$) and job security ($B = .266$, $p < .001$). These values show that these indicators influence the work performance of employees who work from home. The multiple correlation coefficient R-value

can be viewed as a quality measurement to predict the dependent variable. In this case, 49.6 % of the variability in the dependent variable, work performance can be predicted by the employee motivation. The remaining 50.1% may be attributed to other variables that are not included in this study. Further, the very close difference between R^2 and adjusted R^2 (0.516) denotes a more reliable model.

Table 4. Regression coefficients with employee motivation variables as influencers of work performance of employees working from home

Variables	B	SE	β	t	P	VIF	R ²
(Constant)	.628	.262		2.397	.018		.496
work condition	.381	.092	.389	4.139	<.001	1.824	
work environment	.057	.075	.073	.758	.450	1.895	
compensation	.096	.097	.105	.994	.323	2.281	
job security	.266	.067	.323	3.957	<.001	1.380	
R = 0.718; ΔR^2 = 0.516; DW = 2.204; F = 26.606; Sig. = <0.001							

Although the variables work condition and web security are statistically significant, the standardized coefficient indicates the work condition has the most influence on the work performance of employees working from home: $\beta = 0.389$, $t = 4.139$, $p < .001$. Of these two significant variables, job security has the lowest influence. The work environment ($B = .057$, $p = .450$) and compensation ($B = .096$, $p = .323$) of employee motivation did not show significant influence to the work performance of employees working from home.

The VIF values in the table indicate no multicollinearity concerns in the analysis. This indication

is derived from the view that VIF values that exceed 10 suggest potential multicollinearity problems in the model. In addition, the tolerance values are higher than 0.20, denoting no multicollinearity problem.

The regression equation for this model is as follows:

$$\begin{aligned}\text{Work Performance} &= .628 + .381 * \text{Work Condition} + \\ &\quad .266 * \text{Job Security} \\ &= .628 + .381(3.413) + .266(3.126) \\ &= 2.760 \text{ (High)}\end{aligned}$$

CONCLUSION AND RECOMMENDATIONS

Conclusion

From this study, the level of employee motivation in terms of work condition, work environment and compensation were found to be excellent. Compensation was rated the highest with employees having the right to compensation because they work hard, followed by work condition by the employees particularly that of having a healthy work condition which promotes their well-being and work environment with employees having a comfortable work environment to perform the job. However, employees need more confidence in terms of their job security in their job position. Moreover, the level of work performance of employees who work from home in terms of time management, and creativity is excellent. Creativity was rated the highest and contributes in finding solution to problems, followed by time management by employees who keep things with them and work for it whenever they have a spare moment. Although,

employees need to work on enhancing their punctuality in terms of work submissions.

Employee motivation has a strong positive correlation with work performance of employees who work from home which established that employee motivation can highly influence the performance of every employee in the organization.

Based on the findings of the study, it was established that the employee motivation indicators can significantly predict the work performance. Specifically, the indicators: work condition and job security are proven significant in its influence to work performance supporting other authors' claims.

Recommendations

Based on the conclusions the following recommendations are forwarded:

For the academe. As the institution is the home of learning, they may develop more ways to keep their employees motivated so that the students can maximize learning in a more creative though distant setup.

For work-from-home (WfH) employees of organizations. The employees may be more adaptive to secure their position in the organization and adjust immediately to meet all the demands and requirements assigned to them.

For employers. Management may provide their employees with continuous support and career growth and development improvement. A career development plan focuses on the employee's needs for growth and development and the support the organization can provide so that the employee has the opportunity to grow his or her career so. The employer or the management

may conduct a career development program. These programs secure the employees and make them more motivated.

For Business students. They may take note of the indicators that highly influence employee motivation for work performance as they will use this knowledge when they finally set foot in the real world.

For future researchers. For future researchers may use and utilize this research as their reference. They may validate further the significant relationships between employee motivation and work performance established in this paper. Furthermore, the researchers may explore other indicators that they can test to the work performance to improve the model developed in the study.

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