



Management Increasing Work Motivation to Adaptation of Work Culture During Work From Home (WFH) at PT. Gemilang Rizky Medika

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Abstract

Working from home can be a very effective behavior for cost efficiency or consumption expenditure and transportation costs that must be issued when working in the office. This should make employees more comfortable and more productive at work. However, in practice there are many problems faced by companies when applying the WFH method, one of which is the lack of increasing employee motivation at work and even decreasing motivation as happened at PT Gemilang Rizky Medika. This study uses a qualitative approach. The data was obtained by interviewing the owner of the company. The results of this study state that the causes of employees of PT Gemilang Rizky Medika losing work motivation when organizational culture changes occur, among others, being unfamiliar with the work system at home, lack of work facilities at home and lack of coordination between teams. The forms of motivation given by the leadership of PT Gemilang Rizky Medika to employees during WFH include: 1) communication between leaders and subordinates must run well; 2) awarding employees; 3) work flexibility that is not too tight and 4) providing supervision and punishment to employees.

Keywords Motivation, Performance, WFH Organization

INTRODUCTION

Covid-19 pandemic threatens millions of lives. Compared to seasonal flu, current estimates suggest that the new Covid-19 virus is almost twice as contagious, and it took 1 more time to develop symptoms until now. Thus, a person who feels well may unknowingly transmit the disease to others before they even know they are sick. The Covid-19 pandemic presents a growing public health crisis, and current worst estimates, by the Centers for Disease Control and Prevention and others, suggest that anywhere between 60% and 80% of people may end up in contact with Covid-19, potentially kill tens of millions.

The work culture used so far is determined by a number of factors including organizational structure and management practices, employee life cycle processes (from recruitment to performance management and work or life balance concepts), company philosophy and policies, the types of people employed in the business and the way they work. interact, the mission, vision and values of the company, and most importantly in the work environment. However, since Covid-19 became a global pandemic (11 March 2020), and governments in various countries implemented isolation measures to prevent it, the working culture of workers in various companies has changed dramatically from 'working together' in an office environment. be 'working individually' remotely or from home (WFH). This appeal is not intended to damage performance but for certain purposes such as preventing the spread of the corona virus that occurs.

PT Gemilang Rizky Medika is one of the companies that implements the WFH work system during the pandemic. PT Gemilang Rizky Medika is a company that provides special



internet connection needs for customers who are in the country (Indonesia) or who will go abroad. The product from PT Gemilang Rizky Medika is in the form of a wifi modem rental that can be used by up to 5 users at once so that it remains economical in internet costs and a fast and stable internet connection. PT Gemilang Rizky Medika has a head office in Jakarta, which is currently expanding to Surabaya and Semarang. Currently, the users of PT Gemilang Rizky Medika have reached tens of millions of people spread throughout Indonesia.

Working from home can be a very effective behavior for cost efficiency or consumption expenditure and transportation costs that must be incurred when working in the office. This should make employees more comfortable and more productive at work. However, in practice there are many problems faced by companies when applying the WFH method, one of which is the lack of increasing employee motivation at work and some even decreasing motivation as happened at PT Gemilang Rizky Medika. Based on the company owner's explanation, the main driver of employees losing their work motivation during this pandemic is not getting used to working at home. There are various effects that arise from the loss of employee work motivation such as easily stressed, quick to anger, slow in work and others.

Management of human resources needs to be carried out by the leadership of PT Gemilang Rizky Medika, including employees with various levels of position. The development of PT Gemilang Rizky Medika is highly dependent on the productivity of the workforce in it. Therefore, it is necessary to have strategies so that employees' work motivation can increase even though they work at home (WFH).

LITERATURE REVIEW

Motivation Motivation talks about how to encourage a person's work spirit, so that the person is willing to work by giving his abilities and expertise optimally in order to achieve organizational goals. Motivation is important because with motivation it is expected that every employee is willing to work hard and enthusiastically to achieve high productivity. Motivation is a process that plays a role in the intensity, direction and duration of individual efforts towards achieving goals. Motivation is a condition that encourages other people to be able to carry out tasks according to their functions in the organization. Accordingly, according to Mas'ud, motivation is the driving force within a person to act. To be able to carry out a task or job well requires motivation. Employees who have high work motivation will be able to carry out work better than those who do not have motivation.

Covid-19 Corona

The virus has been infected massively in the world so that the status of the corona virus is said to be a pandemic. Pandemic is a term used when an outbreak or virus has spread globally. That means it's not limited to one country, but worldwide. Without exception in Indonesia. Even Indonesia was ranked second in the world due to corona deaths because it reached 8.44 percent. In this news, 38 people have died due to corona. With the number of 38 positive corona patients who died, when the news was released, the death rate in Indonesia



was at 8.44%. The first position is occupied by Italy with a percentage of 8.57%. The third place is occupied by Spain with a mortality rate of 5.06%.

Work From Home (WFH)

The WFH scheme is part of the concept of telecommuting (working remotely) which is actually not new in the world of work and urban planning, it has even been known since the 1970s as an effort to overcome traffic congestion from home-office trips. commute every day.

However, this concept is usually applied under normal conditions and not because of a pandemic like now. Moreover, it is suspected that the current conditions will last at least until a vaccine is found, which is estimated to be at the end of 2021. Until then, it is suspected that it could become part of the new normal of our daily lives so that the implementation of telecommuting becomes a necessity.

RESEARCH METHOD

Research This study used a qualitative approach. According to Bogdan and Taylor in (Lexi J Moleong), the qualitative paradigm is defined as research that produces descriptive data in the form of written and spoken words from people and observed behavior and aims to contribute in-depth knowledge about the object of research.

This method was chosen because it is better able to find definitions of situations and social phenomena from the subject, behavior, subjective motives, feelings and emotions of the observed person, which is the definition of the situation of the object being observed.

Research Location

Due to the current corona virus pandemic. This research was conducted by telephone with a resource person who is the CEO of PT Gemilang Rizky Medika himself.

Data and Sources of Research Data

The work of collecting data in qualitative research with the case method is generally through fieldwork, which is a job of recording, observing, listening, feeling, collecting and capturing all phenomena, data, information about the investigated case. The main data sources in this qualitative research are words and actions, the rest are additional data such as documents and others.

Data Collection Techniques Data

Collection was carried out using interview techniques. Interviews conducted on informants were unstructured interviews or free and in-depth interviews.

Data Analysis Techniques data

Analysis technique that will be used by the author is a qualitative descriptive data analysis technique, namely data collection in the form of words not numbers. With the aim of describing the situation or phenomena that exist in the field by being systematically



selected according to their categories by using language that is easily digested and understood by the reader.

RESULTS AND DISCUSSION

Causes of PT Gemilang Rizky Medika's Employees Losing Work Motivation When WFH:

1. Unaccustomed to the work-at-home system
During PT Gemilang Rizky Medika's operation there was never a work-at-home system, this made some employees feel shocked and their work slowed down.
2. Lack of work facilities at home
Some employees complain about the lack of work facilities at home, for example laptops at home are not as sophisticated as laptops in the office, the wifi network at home is not fast enough and there is no scan machine.
3. Lack of coordination between teams
While working at home they have to work independently and are required to complete their own work. This is different when in the office, employees discuss directly with colleagues or with superiors.

Signs that PT Gemilang Rizky Medika's Employees Have Decreased Work Motivation?

1. Low work initiative, the level of initiative is directly proportional to the level of risk. Employees who have low initiative will get little or almost no risk because they work according to orders.
2. Easy to complain, complaining is a natural thing. It is human nature. But, constantly complaining is not good, especially if the complaint is about work.
3. Work is slow, and the results are less than optimal
4. Not very responsive to orders: old employees in terms of responding to work or orders from superiors.

Barriers in increasing employee motivation during WFH

In practice, sometimes there are problems faced by a leader in providing motivation to his employees. One of the biggest barriers is communication problems. For example, messages conveyed by leaders to employees cannot be interpreted properly by employees. This causes employee performance to be slow and the company's wheels are hampered. But in fact, there are not many problems that arise as a result of this motivation, as it is also said that motivating employees who have skills is indeed more difficult than ordinary employees, it is due to the level of education and mindset of employees who are different. To overcome employees who have higher skills here, the leader in motivating is in the form of giving a sense of pride and confidence to employees, namely by providing opportunities for making decisions within the company. As for employees who have low skills, the leader will provide examples and directions to employees in terms of completing work. In this way, the leader's obstacles in terms of motivating employees who have high and low skills will be overcome.



Strategies of Company Leaders in Improving Work Motivation during WFH

The forms of motivation given by the leadership to employees during WFH include:

1. Communication between Leaders and Subordinates

This can be seen from the results of interviews with Mr. Firman as the leader of the company as follows: Regarding communication, I always communicate with employees because it is very important, especially regarding service. I also always do communication through zoom meetings or via whatsapp between employees, both during working hours and outside working hours. Even though I didn't meet face-to-face, my relationship with my employees was still well established because there was already face-to-face online technology. I also provide opportunities for employees to provide input or opinions so that employees also feel involved. I also always remind employees to stay motivated at work, because during this pandemic anything can happen, including losing your job.

2. Giving Awards to Employees

This can be seen from the results of interviews with Mr. Firman as the Company's Leader as follows: Regarding awards, I always give awards to employees who work well and make great contributions to the company, because by giving awards employees will be more motivated to increase morale. The award is in the form of a reward, the reward is usually given to employees who are successful in carrying out company targets, especially employees in the field of marketing and we also hold outbound.

Indeed, we did this award before the pandemic. But what distinguishes it is, the value of the reward given is greater and the opportunity to be dismissed is also very small.

3. Work Flexibility

This can be seen from the results of the interview with Mr. Firman as the Head of the Company as follows: During WFH work flexibility is certainly higher than when working in the office. We provide flexibility in terms of flexibility; the important thing is that work targets must be achieved according to a predetermined timeline. So far, even though the flexibility is quite high, the employees' motivation to work is still high, as evidenced by the performance increasing and employees being more enthusiastic and cheerful when viewed during zoom meetings. This identifies that the size of work flexibility as seen from the indicators of time flexibility, timing flexibility and place flexibility is enough to affect employee work motivation, because at home there are certainly families who can make the work atmosphere more relaxed and enjoyable.

4. Provision of Supervision and Punishment of Employees

This can be seen from the results of interviews with Mr. Firman as the leader as follows:

Regarding supervision here, it is my duty and obligation to provide supervision to employees in completing their work. I always give punishment to employees who violate company rules. I usually do this directly via telephone and during working hours. Furthermore, regarding sanctions, the sanctions used by Wifi Republic are in the form of



warning sanctions (in the form of written warnings), administrative sanctions (in the form of demotion, fines or compensation), suspension sanctions (temporary dismissal), and sanctions for termination of employment (in the form of dismissal).

CONCLUSION

The causes of employees of PT Gemilang Rizky Medika to lose work motivation when organizational culture changes occur, among others, are not familiar with the work system at home, lack of work facilities at home and lack of coordination between teams.

Signs of employees of PT Gemilang Rizky Medika who have decreased work motivation include low employee work initiative, easy complaints, slow work completion and less than optimal results and not very responsive to orders.

The forms of motivation given by the leadership of PT Gemilang Rizky Medika to employees during WFH include: 1) Communication between leaders and subordinates must run well; 2) Giving awards to employees; 3) Work flexibility that is not too strict and 4) Providing supervision and punishment to employees.

One of the biggest obstacles in increasing employee motivation is communication problems. For example, messages conveyed by leaders to employees cannot be interpreted properly by employees. This causes employee performance to be slow and the company's wheels are hampered.

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