

# Work From Home: The Influence of Work Motivation and Work Environment on Employee Work Spirit

Dendri Jonathan<sup>1\*</sup>, Yustina Erti Pravitasmara Dewi<sup>2</sup> 

<sup>1,2</sup>Management, Universitas Kristen Satya Wacana, Salatiga, Indonesia

## ARTICLE INFO

### Article history:

Received September 23, 2022  
Revised September 29, 2022  
Accepted January 13, 2023  
Available online February 25, 2023

### Kata Kunci:

Motivasi Kerja, Lingkungan Kerja, Semangat Kerja

### Keywords:

Work Motivation, Work Environment, Work Spirit



This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.

Copyright © 2023 by Author. Published by Universitas Pendidikan Ganesha.

## ABSTRAK

Selama masa pandemi, karyawan terpaksa melakukan *work from home* (WFH) karena alasan kesehatan yang dapat menimbulkan berkurangnya semangat dalam menyelesaikan pekerjaan. Motivasi dan lingkungan kerja yang baik atau positif secara objektif dapat mempengaruhi semangat kerja karyawan dengan kesadaran diri. Jika motivasi yang baik diberikan, semangat kerja selama WFH akan meningkat. Penelitian bertujuan untuk menguji pengaruh motivasi kerja dan lingkungan terhadap semangat kerja karyawan selama bekerja dari rumah. Penelitian ini merupakan penelitian kausal-komparatif. Jumlah sampel yang digunakan adalah 80 responden karyawan. Metode pengumpulan data menggunakan kuesioner. Instrumen yang digunakan yaitu lembar kuesioner. Penelitian ini menggunakan teknik analisis regresi linier berganda. Hasil penelitian menemukan bahwa motivasi kerja berpengaruh positif terhadap semangat kerja. Hasil analisis skor sig  $0,002 < 0,050$  bahwa lingkungan kerja berpengaruh positif terhadap semangat kerja, dibuktikan dengan skor sig  $0,010 < 0,050$ . Hal ini menunjukkan bahwa semakin tinggi motivasi kerja dan semakin baik lingkungan kerja maka semakin tinggi semangat kerja karyawan selama masa WFH.

## ABSTRACT

During the pandemic, employees are forced to work from home (WFH) for health reasons which can lead to reduced enthusiasm in completing work. Motivation and a good or positive work environment can objectively affect employee morale with self-awareness. If good motivation is given, morale during WFH will increase. This study examines the effect of work motivation and environment on employee morale while working from home. This research is causal-comparative research. The number of samples used is 80 employee respondents. Methods of data collection using a questionnaire. The instrument used is a questionnaire sheet. This study uses multiple linear regression analysis techniques. The study found that work motivation had a positive effect on work morale. The analysis score sig 0.002 less than 0.050 that the work environment positively impacts work morale, as evidenced by a sig score of 0.010 less than 0.050. It shows that the higher the work motivation and the better the work environment, the higher the employee morale during the WFH period. Therefore, the better the work environment in an organization or company, the higher the work spirit of employees. Motivation for employees must always be given during the period of working at home.

## 1. INTRODUCTION

The system of working at home (Working from Home / WFH) is not a new thing in the world of work. This work-at-home system has been implemented since the 1970s. Previously this system was known as telecommuting, which was applied to reduce traffic congestion from employee trips to the office (Mungkasa, 2020; Stiles, 2020). However, the work-at-home system in the 1970s was implemented not because of the current pandemic virus but during normal conditions. In contrast to the work-at-home system in the 1970s, the work-at-home system experienced today is due to the pandemic virus, which means that this system will continue to be implemented at least until the vaccine is given (Davidescu et al., 2020; Maison et al., 2021; Tuti, 2020). This pandemic, or Covid-19, impacts the economic sector in Indonesia (Indayani & Hartono, 2020; Muhyiddin, 2020). Data obtained from the Central Statistics Agency for economic growth in the first quarter of 2021 experienced minus 0.74% which shows Indonesia has not been able to make Indonesia's economic growth return to normal, after Indonesia's economic growth

\*Corresponding author.

E-mail: [yustina.dewi@uksw.edu](mailto:yustina.dewi@uksw.edu) (Dendri Jonathan)

decreased 4 times in a row for the second quarter of 2020 which made Indonesia's economy minus 5.32%. Improving economic and business conditions is a mutual responsibility between the government and private sector by developing workers' performance from the labor market and company level. The government could support private companies' performance by fostering employees' work spirit to work more optimally. The company's performance and the employees' work spirit are expected to return the Indonesian business and economy back to normal. Work spirit is an action that comes from within the individual that causes the individual to work in a good mood that makes the individual do his job with discipline and responsibility (Hasibuan & Munasib, 2020; Sundari et al., 2019). Several factors make employees have a work spirit (P. I. Sari, 2018; Zainun, 2015). Among others is a good relationship between superiors and subordinates because superiors and subordinates have to work together if the relationship is not good (Diyanti et al., 2017; Rosmaini & Tanjung, 2019). Problems will arise in an organization, a comfortable working atmosphere and environment for employees to work together. Employees work, as well as the peace of mind that makes these employees feel safe and comfortable when they work.

Work spirit can also arise with motivation from both within and from superiors to encourage and increase employee work spirit (Sya'roni et al., 2018; Widodo et al., 2019). Because every employee must meet their daily needs, they must work optimally. With this work motivation, employees can work optimally (Marpaung, 2013; Sutedjo & Mangkunegara, 2013). Motivation is very important in the organization because if there is high motivation, there will be high employee performance and vice versa. Company leaders must be persuasive so that every employee can work together and always be enthusiastic when completing each job so that the goals of the company where they work can be achieved (Erita et al., 2021; Gondokusumo & Sutanto, 2015). Motivation from leadership to employees is an important step to increasing employee work spirit. The more people with high work spirit, the company can compete with other companies, and the company's income will increase, increasing the Indonesian economy (Chien et al., 2020; Pawirosumarto et al., 2017). With this, the company can better understand the important role of motivation for employees so that they can work more optimally to complete every job even though employees work from home.

The work environment is another factor that can create a sense of enthusiasm for work (Hidayati et al., 2019; T. K. Wang & Brower, 2019). The work environment is divided into two: the physical and non-physical. The physical work environment includes all situations in the workplace that are physical, and every employee encounters them every day at work (Firmansyah et al., 2020; Savavibool et al., 2016). The non-physical work environment is a working relationship, both the relationship between subordinates and superiors and the relationship between colleagues (Hallo & Wahyanti, 2022; Pawirosumarto et al., 2017). The work environment in the organization has a role that is no less important than work motivation. A supportive work environment will make employees comfortable and enthusiastic when carrying out their work; on the contrary, if the work environment is not supportive, employees will feel restless and unable to work optimally (Gadeyne et al., 2018; Narasuci et al., 2018). All facilities and work atmosphere provided by the company will affect employee work spirit in carrying out any work the company has charged to employees.

Work spirit is a pressing psychological force in relation to their work (Firna et al., 2016; Y. K. Sari, 2020). Work spirit can also be interpreted as a work climate or atmosphere in an organization that shows a sense of enthusiasm in completing work and encourages employees to work better and more productively (Chien et al., 2020; Solihah et al., 2021). Journal Indications of employees having high work spirit are indicated by feeling happy, having optimism in doing each individual or group work, and being friendly to one another, while low work spirit is indicated by feelings of dissatisfaction, irritability, illness, disapproval of orders, anxiety and have a high sense of pessimism (Solihah et al., 2021; Yusuf et al., 2022). The statement states that work spirit is necessary during this pandemic because employees work at home with the same atmosphere and environment daily. Employees must be able to adapt to the current situation (Jung et al., 2010; López-Cabarcos et al., 2021). Otherwise, the employee will experience a decline in performance, and the employee can be threatened with being fired from the company for not working optimally. Therefore the company must provide more motivation and ensure the employee's work environment is comfortable because employees will continue to work at home with the same working atmosphere every day, which can make the employee feel bored.

The results of previous studies show that work motivation can have a significant effect on work spirit (Marpaung, 2013; Solihah et al., 2021). In addition to motivation, the work environment can be a variable that affects work spirit. The results of previous studies show that the work environment significantly affects work spirit (Larasati & Martono, 2020; Tejada, 2015). Previous research discusses work motivation and works environment on employee work spirit while focusing on employees who work in the office and leaves the gap in discussing employees who work at home. In sum, no study emphasizes

Work From Home that measures the influence of Work Motivation and Work Environment on Employee Morale. This study fills the research gap by examining the effect of work motivation and environment on employee work spirit when working at home. The contributions of this research are to provide information to the body of knowledge on the influence of motivation and work environment for employee work spirit when working at home that helps as a reference for future researchers.

## 2. METHODS

In analyzing the data on the data that has been collected, the author uses the comparative causal quantitative method. The causal-comparative research method has the characteristics of a problem in the form of a cause-and-effect relationship between two or more variables. The researchers can identify facts and events as variables that are influenced (dependent) and conduct investigations on variables that influence (independent) (Indriantoro & Supomo, 2016). This study consists of two independent variables, work motivation (X1), and work environment (X2), while the dependent variable is employee work spirit (Y1). The test was carried out using multiple linear regression and processed using SPSS software version 20. The population in this study are employees in central Jakarta who are currently working from home. The author chose Jakarta as the research area because Jakarta is the capital city and the growth of COVID-19 in Jakarta is the highest, making many employees work from home. Sampling is intended to determine how big the role of motivation and work environment on employee work spirit when working at home. The sampling technique used by the author is purposive sampling. The purposive sampling technique is a technique that is not done randomly. In sampling, the researcher has set specific criteria for the object to be sampled by the objectives set by the author. The specific criteria in this study were employees who were working from home. Determination of the number of samples in this study using the Roscoe formula. Based on the calculation results obtained, a minimum sample of 80 respondents.

Sources of data in this study use primary data. Primary data is obtained directly from the sample through questionnaires given directly to respondents in the form of questions. The questionnaire will use electronic media in the form of a google form. The answer to the question given by the author on the google form will be in the form of a scale of 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 - strongly agree. Operational variables are needed in this study to facilitate the author in observing and measuring the variables. Operational variables that refer to this research showed in Table 1.

**Table 1.** Operational research variables

Variable	Definisi Operasional	Indicator	Source
Work motivation	Work Motivation (X1) is the whole process of encouraging employees so that employees are willing to work without coercion	1. Effort level 2. Persistence level 3. Physiological Needs	(Kadarisman, 2013) (Gondokusumo & Sutanto, 2015)
Work Environment	Work Environment (X2) is the overall equipment and materials encountered, the environment in which employees work, work methods, and work arrangements both individually and in groups	1. Physical work environment 2. Non-physical work environment	(Sedarmayati, 2008) (Rorong, 2016)
Work Spirit	Work Spirit (Y1) is an organization's climate or work atmosphere that shows a sense of enthusiasm in completing work and encourages employees to work better and productively.	1. Responsibility 2. Increased Employee Productivity 3. Excitement	(Chien et al., 2020) (Firna et al., 2016)

This study uses multiple linear regression analysis techniques to determine the effect or no effect of each variable  $x$  on the variable  $y$  and the effect or no effect of the two variables  $x$  on the variable  $y$ . Management of data in this study using the IBM SPSS Statistics program. A validity test is a test that measures a valid or valid questionnaire. The questionnaire is said to be valid if the questions can answer something that the questionnaire will measure. The test is valid if  $r$  count  $r$  table (two-sided test with sig. 0.05). A reliability test is a tool to measure the consistency of a questionnaire which is an indicator of a variable or construct. Reliability testing is reliable if the Cronbach's Alpha score is  $> 0.70$  and vice versa. A normality test is a test to assess whether a questionnaire is normally distributed or not. According to empirical experience from several statisticians, if the number of data exceeds 30, it can be concluded that it is normally distributed in the normality test. However, to provide certainty, a normality test is needed to find out whether the data is normally distributed or not. The multicollinearity test aims to test whether a regression model has a high correlation between independent variables. If the VIF score is  $< 10$  or the Tolerance score is  $> 0.01$ , there is no multicollinearity and vice versa.

The heteroscedasticity test aims to test whether there is an inequality of variance in a regression model from the residual of one observation to another. The heteroscedasticity test can use the Glejser test. If the significance score is 0.05, it can be concluded that there is no heteroscedasticity problem and vice versa. The F test aims to test whether the independent variables affect the dependent variable. If the significant score is  $F < 0.05$ , then  $H_0$  is rejected, and  $H_1$  is accepted, which can be concluded that all independent variables have a significant effect on the dependent variable, and if the significant score is  $< 0.05$  then  $H_0$  is accepted and  $H_1$  is rejected which can be concluded that all independent variables have no effect significantly to the dependent variable. The t-test aims to test whether the independent variable partially affects the dependent variable. If the significance score of  $t > 0.05$  then  $H_0$  is accepted and  $H_a$  is rejected, meaning that there is no influence between the independent variables on the dependent variable and if the significance score of the t test is  $< 0.05$  then  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is an influence between the independent variables on the dependent variable. The coefficient of determination test aims to measure the model's ability to explain how the influence of the independent variable simultaneously affects the dependent variable indicated by adjusted R - Squared. The higher  $R^2$  means, the better the prediction model of the proposed research model

### 3. RESULTS AND DISCUSSIONS

#### Results

The sampling technique used purposive sampling. The sample was obtained using a snowball, where one respondent was asked to redistribute the questionnaire through social media. Questionnaires were distributed using google form media. Overall data was obtained from the distribution of questionnaires that 102 respondents carried out. The age of respondents in this study ranged from 21-26 years as many as 19 samples or 18%, age 27-32 years as many as 31 employees or 30%, age 33-38 years as many as 37 employees or 36% and 39-42 years as many as 16 employees or 15%. Seventy-four or 72% of the total respondents were male, while the remaining 28% were female. 12 percent are employees who work for less than 5 years, 73 percent of employees who work for 6-10 years. 17 percent of employees work 10-12 years. The results of work motivation are presented in [Table 2](#).

**Table 2.** Indicators of Work Motivation Variables

No	Indicator	Mean	Category
1	I can use my potential and work independently	3.2	High
2	I can work responsibly	3.0	High
3	I am ready to work overtime if my work is not finished on time	1.9	Low
4	I feel happy to accept the challenges of work given by the company.	4.3	Very high
5	I feel happy to do the work right and fast according to the target	3.0	High
6	I feel a sense of satisfaction when I can complete difficult work and achieve work targets	4.2	High
7	The leadership's duties and responsibilities follow my education and abilities.	4.6	Very high
8	I like working for companies that provide career advancement for employees who have the ability	4.6	Very high
9	I feel satisfied receiving the bonus according to the results of my personal performance	4.5	Very high
<b>Average</b>		<b>3.6</b>	<b>High</b>

Table 2 shows the level of motivation based on the mean or average Likert score obtained with an average of 3.6 and is included in the high category. The lowest indicator is "I am ready to work overtime if my work is not finished on time" a score of 1.9, which is included in the low category. Then the highest indicator value is "I like working for a company that provides career advancement for employees who have the ability" with a score of 4.6, which is in the high category. Indicators of Work Environment Variables showed in Tabel 3.

**Table 3. Indicators of Work Environment Variables**

No	Indicator	Mean	Category
1	I have a personal workspace at home/residence when WFH	3.1	High
2	I get good support facilities to support working at home	3.0	High
3	I feel safe when I work at home	2.0	Low
4	Good relations between employees and superiors help employees when working from home.	4.3	Very high
5	Leaders are friendly and like to ask employees about work	3.0	High
6	There is a good relationship between employees	4.2	High
7	The relationship between employees and co-workers can help employees at work.	4.6	Very high
8	Every employee has the same opportunity for career advancement or promotion	4.6	Very high
<b>Average</b>		<b>3.5</b>	<b>High</b>

Table 3 shows the indicators of the employee's work environment based on the average obtained from the Likert score with a total average of 3.5 and is included in the high category. The lowest indicator score is I have a personal workspace at home/residence, while WFH with a score of 1.1 is in a low category. Then the highest indicator score is that every employee has the same opportunity for career advancement or is promoted with a score of 4.6 and is included in the very high category. Indicators of Work Spirit Variables showed in Table 4.

**Table 4. Indicators of Work Spirit Variables**

No	Indicator	Mean	Category
1	I can complete the given work in the allotted time	4.57	Very high
2	I can complete tasks well and quickly	4.55	Very high
3	There is a sense of satisfaction in my heart when my work is done properly and correctly	3.2	Currently
4	I am happy with the work currently being carried out	2.4	Low
5	I'm thinking of ways so that the work done during WFH can be completed optimally	4.38	Very high
6	I carry out my work attentively without complaining	4.48	Very high
<b>Average</b>		<b>3.93</b>	<b>moderate</b>

Table 4 shows the Work Spirit variable indicators based on the average obtained from the Likert score with a total average of 3.93 and is included in the medium category. The lowest indicator score is I am happy with the work currently running which falls into the low category. Then the highest indicator value is that I completed the work given following the allotted time with a score of 4.57, which was in the very high category. Validity testing is done by using SPSS for Windows version 25.0. In this study, validity testing was carried out on the answers of 102 respondents. If the sig score <0.05, the question item passes the validity test (Ghozali, 2018). The data processing results show that all question items have a score of < 0.05; therefore, all items are declared to have passed the validity test and then proceed to the reliability test.

Reliability tests were carried out on statement items that were declared valid. A variable is said to be reliable if the statement's answer is always consistent; that is, it has a Cronbach alpha score > 0.60 (Ghozali, 2018). Based on the results of data analysis, reliability tests were carried out on statement items declared valid. The results of the reliability coefficient of the work motivation variable are 0.731, the work environment is 0.689, and the work spirit is 0.738. All "Cronbach Alpha" scores are greater than 0.60, meaning that the three variables are declared reliable or pass the reliability test and can be continued on the classic assumption test.

The normality test aims to test whether the multiple linear regression model is normally distributed or not (Ghozali, 2018). This study uses the Kolmogorov-Smirnov test with a significance of 5 percent or 0.05. Based on the results of the normality test in Table 5, it is known that the significance score of Asymp.Sig (2-tailed) is 0.200, which is greater than 0.05, so it can be concluded that the research data is normally distributed.

**Table 5. Normality Test Results**

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		102
Normal Parameters	Mean	0.0000000
	Std. Deviation	1.28739797
Most Extreme Differences	Absolute	0.053
	Positive	0.046
	Negative	-0.053
Test Statistic		0.053
Asymp. Sig. (2-tailed)		0.200

*Source: Processed primary data,2022*

The multicollinearity test aims to determine whether or not multicollinearity occurs in the regression model by having a tolerance number above 0.1 and a VIF score below 10 (Ghozali, 2018). Based on the test results above, it is known that the Tolerance score for the Work Motivation variable is 0.427 and the VIF score is 2.341, the Tolerance score for the Work Environment variable is 0.511 and the VIF score is 1.957. Thus, it can be seen that the Tolerance score of each independent variable is  $> 0.1$  with  $VIF < 10$ , so it can be concluded that there is no multicollinearity. Multicollinearity Test Results showed in Table 6.

**Table 6. Multicollinearity Test Results**

	Tolerance Score	VIF Score
Work Motivation	0.427	2.341
Work Environment	0.511	1.957

*Source: Processed primary data,2022*

This test is carried out using the Glejser test. If the score is significant  $< 0.05$ , then heteroscedasticity occurs. If the score is significant  $> 0.05$ , then there is no heteroscedasticity. Based on the Glejser test in Table 7, it is known that the significance score for the Work Motivation variable is 0.225. Meanwhile, the significance score of the Work Environment variable is 0.362. The significance score of the two independent variables is greater than 0.05, so there is no heteroscedasticity in the regression model.

**Table 7. Heteroscedasticity Test Results**

Independent Variable	t	Sig.
Work Motivation	1.217	0.225
Work Environment	0.913	0.362

Hypothesis testing is carried out using a partial test (t test) whose results are shown in Table 8. The results of hypothesis testing also show that work motivation positively affects employee work spirit during WFH. It can be seen from the significance score of  $0.002 < 0.050$ . The results of hypothesis testing also show that the work environment positively affects employee work spirit during WFH. It can be seen from the significance score of  $0.010 < 0.050$ .

**Table 8. Results of Multiple Linear Regression Analysis**

Dependent Variable	Independent Variable	B	t	Sig.
Work Spirit	Work motivation	0.120	3.097	0.002
	Work environment	0.162	3.588	0.010

*Source: Processed primary data,2022*

## Discussion

Work motivation is the whole process of encouraging employees to be willing to work and produce maximum output (Kadarisman, 2013; Siskayanti & Sanica, 2022). The organization will succeed in achieving its main goals if its employees do their duties well in accordance with their respective jobs and responsibilities (Hartoyo & Efendy, 2017; Jung et al., 2010; Kumar et al., 2019). Employees can carry out their duties well. They need encouragement and are given directly to develop employees' potential (Iqbal et al., 2017; Mas-Machuca et al., 2016). Based on the data obtained through a questionnaire on the level of employee motivation based on the mean or average Likert score, the score is 3.6. It is included in the high category, meaning that the respondents in this study have high work motivation. However, on the other hand, the motivational variable question item that has the lowest score is that I am ready to work overtime if my work has not been completed on time. The average score of respondents' answers is 1.9, which is included in the very low category. It shows that employees are not ready if they have to work overtime during WFH. Working overtime when WFH will increase work pressure and stress. Therefore, work motivation is needed for employees (Firna et al., 2016; Solihah et al., 2021).

Motivation has the most dominant influence in increasing work spirit because motivation is the driving force for individuals to do work to achieve goals (Siskayanti & Sanica, 2022; Wolomasi et al., 2019). Based on the data obtained through the questionnaire, the work spirit variable has an average score of 3.93, which is included in the high category. In this case, the respondents are Jakarta employees who work from home and have a high work spirit, which is something positive. Based on the questionnaire, the lowest score of the question item on the work spirit variable was also obtained. The item I am happy with the work currently being carried out has an average score of 2.4, which is in the low category. It proves that employees lack work enthusiasm. Therefore, work motivation is needed. It is necessary to have work motivation to optimize employee performance improvement during the WFH period.

The results of hypothesis testing also show that work motivation positively affects employee work spirit during WFH. It can be seen from the significance score of  $0.002 < 0.050$ . This study's results align with previous research states that increasing work motivation can increase employee work spirit (Hasibuan & Munasib, 2020; Marpaung, 2013). A leader in a company is required to motivate his subordinates (Maryati et al., 2020; Supriyati & Wijono, 2021). By providing motivation, employees will be encouraged to work optimally in carrying out their duties with optimal abilities and skills, and they believe that with the organization's success in achieving goals, the personal interests of these employees will also be maintained (Y. K. Sari, 2020). Effective motivation can objectively affect employee work spirit with self-awareness. If the motivation is good, work spirit will increase, and vice versa. If the motivation given is not good, then work spirit will decrease (Y. K. Sari, 2020; Siskayanti & Sanica, 2022).

Employee work spirit will not automatically arise from within the employee but needs support from several factors, one of which is work motivation (Indriasari & Setyorini, 2018; Solihah et al., 2021). Based on the results obtained, therefore, a leader in an organization's ability is very demanded to be able to motivate his subordinates if he expects that his subordinates will work with enthusiasm (Schwepker & Good, 2017; X. Wang et al., 2022). If the leader cannot effectively motivate his subordinates, it must be recognized that it is very difficult to expect employees to want to work with enthusiasm with his awareness. Given the very important motivation variable to increase and maintain the work spirit of its workers, it cannot be denied that growing employee motivation is one of the main tasks for a leader in an organization.

In addition, employees must have high work motivation. The company must make efforts in a good and positive work environment (Hidayati et al., 2019; López-Cabarcos et al., 2021). Based on the data obtained through questionnaires on the work environment level based on the mean or average Likert score, a score of 3.50 was obtained. It shows that employees feel they have a good work environment and can support work activities. Based on the questionnaire data, the question item I feel safe while working at home has the lowest score of 2.0 and is in a low category. It shows that employees who work at home feel insecure. This insecurity is because employees feel that privacy is reduced, for example, when conducting online meetings. Therefore, it is necessary to have a good and safe work environment to support employee work spirit. The results of hypothesis testing also show that the work environment positively affects employee work spirit during WFH. It can be seen from the significance score of  $0.010 < 0.050$ . The results of this study are reinforced by the results of research state that the work environment has a significant positive effect on work spirit (Larasati & Martono, 2020; Tejada, 2015). The work environment can affect work spirit because the work environment is an atmosphere or place where employees will work and produce an output for the company that employees often encounter (Savavibool et al., 2016; T. K. Wang & Brower, 2019). A good work environment consists of temperature, humidity, ventilation, lighting, cleanliness of the workplace, and adequate equipment. With a good work

environment, there will be enthusiasm among the employee, which makes them enthusiastic about carrying out their respective duties. Work environment factors are very important in increasing employee work spirit (Firmansyah et al., 2020; Savavibool, 2020). A good work environment can support the implementation of work so that employees will have enthusiasm for working so that productivity can increase. In general, employees tend to be happier with the conditions of a safe and comfortable work environment so that the work efficiency of an organization can be achieved properly. Therefore, the better the work environment in an organization or company, the more employee work spirit will increase, so the quality of employee performance will increase.

Working from home has several positive and negative impacts on employee work spirit. Working from home can be more effective, flexible, and cost-effective if further studied. However, in addition to that, working at home also can reduce work spirit due to distractions between personal and work time being mixed, communication that tends to be poor, and work pressure. It can reduce employee work spirit. Therefore, to support employee work spirit while working at home, it is necessary to have work motivation and a good work environment. These results follow research found that giving employees work motivation while working from home would increase employee work spirit (Khotimah et al., 2021; Siskayanti & Sanica, 2022). It has an impact on the performance of employees who are getting better. By working at home, employees can create their own work environment because they can choose their own location where they work, for example in a cafe, restaurant, or at home has a comfortable atmosphere (Agusno & Choiriyah, 2012; Budirianti et al., 2020; Sitopu et al., 2021). The existence of a comfortable atmosphere when doing office tasks increases the motivation of employees and the enthusiasm to complete tasks.

The limitation of this study is that the sample is employees in the city of Jakarta, so the study results cannot be generalized to every employee in other cities. It is hoped that future research will further refine this research, including; expanding respondents and research data used, repairing or using other methods, developing a reciprocal influence research model, or adding other variables. Based on the findings, it is expected to provide an overview to the company so that it can consider the importance of work motivation and work environment to increase employee work spirit. So, in the end, a good work spirit will improve employee performance. Suggestions for companies can also focus on the question items with the lowest scores so that they can be improved and maintain the aspects that have the highest scores on the questionnaire question items. For further research, it is hoped that this research can provide additional empirical literature on work motivation and work environment in its influence on work spirit.

#### 4. CONCLUSION

Based on the tests that have been carried out, it was found that first, motivation positively affects employee work spirit. Second, the work environment has a positive effect on employee work spirit. Therefore, the better the work environment in an organization or company, the higher the work spirit of employees. Motivation for employees must always be given during the period of working at home. In addition to the factors of the work environment at home, the company must pay attention to the company, so that the tools to work are at the employee's home, the company can lend work tools such as desks and so on. It is proven that the work environment at home in a work from home situation significantly affects employee performance.

#### 5. REFERENCES

- Agusno, B. E., & Choiriyah, C. (2012). Pengaruh Kompensasi, Lingkungan Kerja, Dan Gaya Kepemimpinan Terhadap Kinerja Karyawan Muba Electric Power. *Jurnal Ilmu Manajemen*, 2(1), 1–13. <https://doi.org/10.32502/jimn.v2i1.331>.
- Budirianti, B. L. R., Agusdin, A., & Surati, S. (2020). The Influence of Work Discipline, Motivation, Job Satisfaction and the Work Environment on the Performance of Contract Employees. *International Journal of Multicultural and Multireligious Understanding*, 7(11), 174–184. <https://doi.org/10.18415/ijmmu.v7i11.2174>.
- Chien, G. C., Mao, I., Nergui, E., & Chang, W. (2020). The effect of work motivation on employee performance: Empirical evidence from 4-star hotels in Mongolia. *Journal of Human Resources in Hospitality & Tourism*, 19(4), 473–495. <https://doi.org/10.1080/15332845.2020.1763766>.
- Davidescu, A. A., Apostu, S.-A., Paul, A., & Casuneanu, I. (2020). Work Flexibility, Job Satisfaction, and Job Performance among Romanian Employees—Implications for Sustainable Human Resource Management. *Sustainability*, 12(15), 6086. <https://doi.org/10.3390/su12156086>.
- Diyanti, D., Hubeis, M., & Affandi, M. J. (2017). Pengaruh Motivasi Kerja dan Iklim Kerja Terhadap

- Kepuasan Kerja dan Implikasinya Terhadap Kinerja Tenaga Kependidikan Institut Pertanian Bogor. *Jurnal Aplikasi Bisnis Dan Manajemen*, 3(3). <https://doi.org/10.17358/jabm.3.3.361>.
- Erita, E., Radiansyah, H., Kasdi, J., Kurniawan, Y., & Patih, A. S. (2021). Pengaruh Pemberian Insentif, Pengawasan Kerja & Motivasi Kerja Terhadap Prestasi Kerja Pegawai PT. Armada Bandar Bangun Persada. *Majalah Ilmiah Bahari Jogja*, 19(1), 104–112. <https://doi.org/10.33489/mibj.v19i1.261>.
- Firmansyah, A., Maupa, H., Taba, I., & Hardiyono, H. (2020). The Effect of Work Motivation, Work Environment, and Work Discipline on Employees' Performance of SAMSAT Office, Makassar. *Hasanuddin Journal of Business Strategy*, 2(2), 72–78. <https://doi.org/10.26487/hjbs.v2i2.336>.
- Firna, B., Khodir, Dj., & M., K. (2016). Pengaruh Lingkungan Kerja dan Disiplin Kerja Terhadap Semangat kerja. *Jurnal Ilmiah Riset Manajemen*, 8(10), 52–61. <https://doi.org/10.47335/ema.v5i1.43>.
- Gadeyne, N., Verbruggen, M., Delanoëje, J., & De Cooman, R. (2018). All wired, all tired? Work-related ICT-use outside work hours and work-to-home conflict: The role of integration preference, integration norms and work demands. *Journal of Vocational Behavior*, 107, 86–99. <https://doi.org/10.1016/j.jvb.2018.03.008>.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25 Edisi 9*. Universitas Diponegoro.
- Gondokusumo, S., & Sutanto, E. M. (2015). Motivasi Kerja, Kepuasan Kerja, Dan Komitmen Organisasional Karyawan. *Jurnal Manajemen Dan Kewirausahaan (Journal of Management and Entrepreneurship)*, 17(2), 186–195. <https://doi.org/10.9744/jmk.17.2.196-206>.
- Hallo, G. S., & Wahyanti, C. T. (2022). The Effect of Non-Physical Work Environment and Work Stress on Employees' Performance at Bank BNI Jailolo Unit, West Halmahera. *International Journal of Social Science and Business*, 6(2), 232–238. <https://doi.org/10.23887/ijssb.v6i2.45092>.
- Hartoyo, R., & Efendy, H. (2017). Development of Training Needs Analysis in Organization. *Journal of Management Research*, 9(4), 140. <https://doi.org/10.5296/jmr.v9i4.11866>.
- Hasibuan, S. ., & Munasib, A. (2020). Pengaruh Kepemimpinan Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(2), 247–258. <https://doi.org/10.32493/eduka.v2i1.3754>.
- Hidayati, S. K., Perizade, B., & Widiyanti, M. (2019). Effect Of Work Discipline And Work Environment To Performance Of Employees. *International Journal of Scientific and Research Publications (IJSRP)*, 9(12). <https://doi.org/10.29322/ijsrp.9.12.2019.p9643>.
- Indayani, S., & Hartono, B. (2020). Analisis Pengangguran dan Pertumbuhan Ekonomi sebagai Akibat Pandemi Covid-19. *Jurnal Ekonomi Dan Manajemen Universitas Bina Sarana Informatika*, 18(2). <https://doi.org/10.31294/jp.v18i2.8581>.
- Indriantoro, N., & Supomo, B. (2016). *Metodologi Penelitian Bisnis Untuk Akuntansi dan Manajemen (Pertama)*. BPF.
- Indriasari, I., & Setyorini, N. (2018). The impact of work passion on work performance: the moderating role of P-O fit and meaningfulness of work. *Diponegoro International Journal of Business*, 1(1), 26. <https://doi.org/10.14710/dijb.1.1.2018.26-32>.
- Iqbal, S., Guohao, L., & Akhtar, S. (2017). Effects of Job Organizational Culture, Benefits, Salary on Job Satisfaction Ultimately Affecting Employee Retention. *Review of Public Administration and Management*, 5(3), 1–7. <https://doi.org/10.4172/2315-7844.1000229>.
- Jung, H. S., Namkung, Y., & Yoon, H. H. (2010). The effects of employees' business ethical value on person-organization fit and turnover intent in the foodservice industry. *International Journal of Hospitality Management*, 29(3), 538–546. <https://doi.org/10.1016/j.ijhm.2009.08.005>.
- Kadarisman, M. (2013). *Manajemen Pengembangan Sumber Daya Manusia*. PT. Raja Grafindo Persada, Jakarta.
- Khotimah, N. H., Sumardi, S., & Yusuf, R. M. (2021). The effect of work from home (WFH) on employee performance through the work-life balance (WLB) during the covid-19 period. *Hasanuddin Journal of Business Strategy*, 3(2), 105–116. <https://doi.org/10.26487/hjbs.v3i2.454>.
- Kumar, G. A., Ravikumar, & Gayathiri, M. (2019). Evaluation on the Level of Job Satisfaction of Employees at INNCON. *International Journal of Recent Technology and Engineering*, 8(2 Special Issue 8), 746–754. <https://doi.org/10.35940/ijrte.B1481.0882S819>.
- Larasati, A. P., & Martono, S. (2020). Increase Employee Morale Through Transformational Leadership, Employee Relation, and Work Environment. *Management Analysis Journal*, 9(1), 1–7. <https://doi.org/10.15294/MAJ.V10I1.34088>.
- López-Cabarcos, M. Á., Vázquez-Rodríguez, P., & Quiñóá-Piñeiro, L. M. (2021). An approach to employees' job performance through work environmental variables and leadership behaviours. *Journal of Business Research*, 140, 361–369. <https://doi.org/10.1016/j.jbusres.2021.11.006>.
- Maison, M., Kurniawan, D. A., & Anggraini, L. (2021). Perception, Attitude, and Student Awareness in

- Working on Online Tasks During the Covid-19 Pandemic. *Jurnal Pendidikan Sains Indonesia*, 9(1), 108–118. <https://doi.org/10.24815/jpsi.v9i1.18039>.
- Marpaung, R. (2013). Pengaruh Kepemimpinan Dan Motivasi Terhadap Semangat Kerja Pegawai Dinas Pertanian, Peternakan Dan Perikanan Kabupaten Siak. *Jurnal Ekonomi Universitas Riau*, 21(2), 8692. <https://doi.org/10.31258/je.21.02.p.%25p>.
- Maryati, E., Fitria, H., & Rohana, R. (2020). The Influence of Principal's Leadership Style and Organizational Culture on Teacher's Performance. *Journal of Social Work and Science Education*, 1(2), 127–139. <https://doi.org/10.52690/jswse.v1i2.38>.
- Mas-Machuca, M., Berbegal-Mirabent, J., & Alegre, I. (2016). Work-life balance and its relationship with organizational pride and job satisfaction. *Journal of Managerial Psychology*, 31(2), 586–602. <https://doi.org/10.1108/JMP-09-2014-0272>.
- Muhyiddin. (2020). Covid-19, New Normal, dan Perencanaan Pembangunan di Indonesia. *Jurnal Perencanaan Pembangunan: The Indonesian Journal of Development Planning*, 4(2), 240–252. <https://doi.org/10.36574/jpp.v4i2.118>.
- Mungkasa, O. (2020). Bekerja dari Rumah (Working From Home/WFH): Menuju Tatanan Baru Era Pandemi COVID 19. *Jurnal Perencanaan Pembangunan: The Indonesian Journal of Development Planning*, 4(2), 126–150. <https://doi.org/10.36574/jpp.v4i2.119>.
- Narasuci, W., Setiawan, M., & Noermijati, N. (2018). Effect of work environment on lecturer performance mediated by work motivation and job satisfaction. *Jurnal Aplikasi Manajemen*, 16(4), 645–653. <https://doi.org/10.21776/ub.jam.2018.016.04.11>.
- Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management*, 59(6), 1337–1358. <https://doi.org/10.1108/IJLMA-10-2016-0085>.
- Rorong, S. V. (2016). The impact of physical work environment toward employee performance at PT. Bank Negara Indonesia Manado Regional Office. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 4(1). <https://doi.org/10.35794/emba.4.1.2016.11611>.
- Rosmaini, R., & Tanjung, H. (2019). Pengaruh Kompetensi, Motivasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 1–15. <https://doi.org/10.30596/maneggio.v2i1.3366>.
- Sari, P. I. (2018). Pengaruh Lingkungan Kerja Dan Motivasi Kerja Terhadap Kinerja Guru Di Smk Negeri 10 Kecamatan Sungai Gelam Kabupaten Muaro Jambi. *Eklektik: Jurnal Pendidikan Ekonomi Dan Kewirausahaan*, 1(1), 1. <https://doi.org/10.24014/ekl.v1i1.4681>.
- Sari, Y. K. (2020). Pengaruh Motivasi terhadap Semangat Kerja Pegawai pada Kantor Balai Diklat Keuangan Palembang. *Jurnal Nasional Manajemen Pemasaran & SDM*, 1(1), 54–64. <https://doi.org/10.47747/jnmpsdm.v1i01.8>.
- Savavibool, N. (2020). Effects of color schemes on aesthetic response of the work environment. *Kasetsart Journal of Social Sciences*, 41(3), 581–586. <https://doi.org/10.34044/j.kjss.2020.41.3.20>.
- Savavibool, N., Gatersleben, B., & Moorapun, C. (2016). The effects of colour in work environment: A systematic review. *Environment-Behaviour Proceedings Journal*, 1(4), 262–270. <https://doi.org/10.21834/e-bpj.v1i4.167>.
- Schwepker, C. H., & Good, M. C. (2017). Reducing salesperson job stress and unethical intent: The influence of leader-member exchange relationship, socialization and ethical ambiguity. *Industrial Marketing Management*, 66. <https://doi.org/10.1016/j.indmarman.2017.08.008>.
- Sedarmayati. (2008). *Manajemen Sumber Daya Manusia*. PT Refika Aditama.
- Siskayanti, N. K., & Sanica, I. G. (2022). Pengaruh Fleksibilitas Kerja, Motivasi Kerja Dan Stres Kerja Terhadap Kinerja Karyawan Bpjs Ketenagakerjaan Bali Denpasar Selama Work From Home. *Jurnal Pendidikan Manajemen Perkantoran*, 7(1), 92–108. <https://doi.org/10.17509/jpm.v7i1.43723>.
- Sitopu, Y. B., Sitinjak, K. A., & Marpaung, F. K. (2021). The Influence of Motivation, Work Discipline, and Compensation on Employee Performance. *Golden Ratio of Human Resource Management*, 1(2), 72–83. <https://doi.org/10.52970/grhrm.v1i2.79>.
- Solihah, S. M., Budiawan, A., & Nugraha, N. M. (2021). The Influence of Autocratic Leadership and Work Discipline on Employee Performance of the "ABC" City Culture and Tourism Office. *The Asia Pacific Journal Of Management Studies*, 8(1). <https://doi.org/10.55171/v8i1.451>.
- Stiles, J. (2020). Strategic niche management in transition pathways: Telework advocacy as groundwork for an incremental transformation. *Environmental Innovation and Societal Transitions*, 34, 139–150. <https://doi.org/10.1016/j.eist.2019.12.001>.
- Sundari, S., Aslamiah, A., & Ngadimun, N. (2019). The Influence of Leadership, Work Climate and Spirit on

- Discipline Elementary School Teachers in Batu Ampar District Tanah Laut Regency. *Journal of K6 Education and Management*, 2(2), 78–86. <https://doi.org/10.11594/jk6em.02.02.01>.
- Supriyati, & Wijono. (2021). Organizational Culture with Transformational Leadership Style on Production Supervision at PT Diamondfit Garment Indonesia. *JPAI (Journal of Psychology and Instruction)*, 5(2), 43–49. <https://doi.org/10.23887/jpai.v5i2.38858>.
- Sutedjo, A. S., & Mangkunegara, A. P. (2013). Pengaruh Kompetensi dan Motivasi Kerja terhadap Kinerja Karyawan di PT. Inti Kebun Sejahtera. *Jurnal Bisnis Dan Manajemen*, 5(2), 120–129. <https://doi.org/10.26740/bisma.v5n2.p120-129>.
- Sya'roni, Herlambang, T., & Cahyono, D. (2018). Dampak Motivasi, Disiplin Kerja Dan Kepemimpinan Kepala Sekolah Terhadap Kinerja Guru. *Jurnal Sains Manajemen Dan Bisnis Indonesia*, 8(2), 131–147. <https://doi.org/10.32528/jsmbi.v8i2.1785>.
- Tejeda, M. J. (2015). Exploring the supportive effects of spiritual well-being on job satisfaction given adverse work conditions. *Journal of Business Ethics*, 131, 173–181. <https://doi.org/10.1007/s10551-014-2269-6>.
- Tuti, R. W. (2020). Analisis Implementasi Kebijakan Work From Home Pada Kesejahteraan Driver Transportasi Online di Indonesia. *Transparansi: Jurnal Ilmiah Ilmu Administrasi*, 3(1), 73–85. <https://doi.org/10.31334/transparansi.v3i1.890>.
- Wang, T. K., & Brower, R. (2019). Job satisfaction among federal employees: The role of employee interaction with work environment. *Public Personnel Management*, 48(1), 3–26. <https://doi.org/10.1177%2F0091026018782999>.
- Wang, X., Liu, Z., Wen, X., & Xiao, Q. (2022). An implicit leadership theory lens on leader humility and employee outcomes: Examining individual and organizational contingencies. *Tourism Management*, 8, 104448. <https://doi.org/10.1016/j.tourman.2021.104448>.
- Widodo, D. B., Imron, A., & Arifin, I. (2019). Hubungan Motivasi Kerja Dengan Kinerja Tenaga Kependidikan. *Jurnal Adminitrasi Dan Manajemen Pendidikan*, 2(1), 10–16. <https://doi.org/10.17977/um027v2i22019p10>.
- Wolomasi, Werang, & Asmaningrum. (2019). Komitmen Kerja dan Pengaruhnya Terhadap Semangat dan Kepuasan Kerja Guru Sekolah Dasar. *Musamus Journal Of Primary Education*, 2(1). <https://doi.org/10.35724/musjpe.v2i1.1572>.
- Yusuf, M., Haryono, A., Hafid, H., Salim, N. A., & Efendi, M. (2022). Analysis Of Competence, Leadership Style, And Compensation In The Bandung City Pasar Bermartabat. *Jurnal Darma Agung*, 30(1), 524–553. <https://doi.org/10.46930/ojsuda.v30i1.2271>.
- Zainun, B. (2015). *Manajemen dan Motivasi*. Jakarta: Balai Aksara.