

**THE FACTORS THAT AFFECT HIGH PERFORMANCE
DURING WORK FROM HOME (COVID-19) IN RECRUITMENT –
SALES INDUSTRY**



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.....
Miss Rujrada Jiempanichayakij
Candidate

.....
Assoc. Prof. Astrid Kainzbauer,
Ph.D.
Advisor

.....
Assoc. Prof. Randall Shannon,
Ph.D.
Chairperson

.....
Assoc. Prof. Vichita Ractham,
Ph.D.
Dean
College of Management
Mahidol University

.....
Asst. Prof. Pornkasem Kantamara,
Ed.D.
Committee member

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Rujrada Jiempanichayakij

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RUJRADA JIEMPANICHAYAKIJ 6149204

M.M. (LEADERSHIP AND HUMAN RESOURCE MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. ASTRID KAINZBAUER, Ph.D., ASSOC. PROF. RANDALL SHANNON, Ph.D., ASST. PROF. PORNKASEM KANTAMARA, Ph.D.,

ABSTRACT

This research will find out what factors that affect employee who have high performance during work from home based on motivation theories that supported, and what motivation they have to keep their performance high. In this research the writer will introduce motivation theory of Hygiene factors and Maslow Hierarchy of needs. And this research will find out what factors that affect employee who have performance decreases, what motivation they have that cause them performance drop by interviewing three differences participants recruitment-sales persons who have differences performance results.

The writer selects qualitative method by asking for corporate from participants to observe their performance, activities and managements in 1 moth during work from home. And interview in dept to identify the factors and finding the result.

KEY WORDS: Work from Home / High Performance / Extrinsic Factors / Intrinsic Factors / Motivation

27 pages

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CHAPTER I

INTRODUCTION

1.1 Introduction

Nowadays “Work From Home” is becoming the new popular word among us now as new normal of way of working style. Since the pandemic started humankind in year 2019 named “Coronavirus” or aka Covid-19. According to *WHO “World Health Organization”* about this Coronavirus, they have said that the virus can easily spread and able to infect through physical contact from person to person, hence this is the reason why we have to keep physical and social distancing to protect ourselves and others.

This virus has changed human life style worldwide and give us a wakeup call about the way we take care of ourselves might not healthy enough. People are forced to change their life-routine and their behaviors. This virus introduces us lots of new way to live our life to protect ourselves from the virus and to live longer with our loves one After the pandemic, people forced to have new life-routine or we know as “new normal life style”. We have to wear mask to protect ourselves from contaminate virus that might infected from saliva or breath during speaking or staying with others, we have to wear mask to protect ourselves when we go out in public place, use public transport, and whenever we are with others. It is not only to protect ourselves from the virus but it is also protecting others. The pandemic also introduced us about “social distancing” people have to keep distance in order to limit opportunities to contact with virus and contact with infected people from outside.

From this situation, in some places and communities are also have limited amount of people who attend the place, event or restaurant. In universities and schools also launched new way of learning by providing online class to reduce close contact in person to person and for working, companies have new policy “work from home or work remotely” to reduce direct contact and to follow government measures to prevent the virus. Refer to “*PwC Thailand*” (Pricewaterhousecoopers Legal & Tax Consultants

Co., Ltd) reveals the latest survey results that 20% of Thai companies have changed into “Working from home” permanently to reduce the risk of the coronavirus outbreak and a many more of companies choose a combine policy that allow employees work from home someday and going to the office only the day of meeting or workshop. Moreover, PwC's CEO survey, which surveyed 699 CEOs in 67 countries around the world reveal that trends arising from the COVID-19 crisis found that 78% of business leaders will change to use remote working policies (PWC Thailand, 2020).

However, the quality of work and productivity from anywhere has become a challenging task that all business leaders facing to. Refer to the information that working remotely trend is arising worldwide causing from the Covid-19 virus and it forced us to keep distancing and reduce close contact in person, therefore this Covid-19 virus is causing problem to some certain jobs that have to contact with people, working directly with people as they are products or visit clients or customers such as sales people in recruitment agency. The writer has noticed that beside hospitality services and tourism industries that major affects by pandemic there are also sales people in recruitment firm industry who are mostly have to have close contact with people, and have to work and talk with people directly, how do they work if the situation forced them to keep distance? how do they motivate themselves if they have to work from home? Do they have any obstacles that might cause their productivity drop?

The pandemic is not only affected to the way of working style of recruitment-sales person but also affect to the recruitment firm industry; due to this industry create revenue by filling in available position in corporate or companies with quality employees who match the qualification required, this industry see people as products and it gets pay by providing recruitment services.

Refer to “*Department of Employment of Thailand*” reveals that in year 2020, over 60 recruitment firm companies have closed due to the Covid-19 crisis that severe affect to the recruitment firm industry (Department of Employment of Thailand, 2020), hence this industry also gets major affected, and it causes both company financial crisis and employees’ motivation decrease accordingly. With this information, the writer would like to find out what factor motivate these recruitment-sales employee to continue archive their target and KPI, what factor motivate them to achieve even they cannot

work the same way they used to do and also get pressure from the company financial situation that force them to maintain and increase the revenue.

This research will find out what factors that affect employee who have high performance during this situation based on motivation theories that supported, and what motivation they have to keep their performance high. In this research the writer will introduce motivation theory of Hygiene factors and Maslow Hierarchy of needs. And this research will find out what factors that affect employee who have performance decreases, what motivation they have that cause them performance drop by interviewing recruitment-sales persons who have high performance and successfully achieve target and interviewing recruitment-sale person who have performance drop and cannot achieve target. The writer selects the interviewees by choosing 3 interviewees who have differences performance during outbreak year which included person who achieved high performance, the person who can maintain performance standard, and the person whose performance slightly drop as comparing, and for the interviewing process, the writer held the interview via Zoom system with the duration 40 minutes per person.

1.2 Research Objective and Expectation

Objective of this research is to find out:

1. What factors that affect employee motivation and performance during work from home for recruitment-sale position?
2. What factors motivate them to do their jobs with high performance
3. How they motivate themselves to accomplish their goal with high performance during work from home?
4. How employees can manage their motivations and experiences of working from home?
5. How we can increase and influence employees who have performance drop for recruitment-sales position?

This research will help us to understand the concept of working at home of successful recruitment-sale person, how he/she manage and motivate himself/herself by referring theories that the writer assumed theses cloud effect and drive employees to push their performance to the limit. This research will help us to advise recruitment-

sales person and many others career that need to interact with people who may face obstacles or problems working at home, and help to influence and increase their motivation to accomplish their goal not only working in the office but also working at home environment from now on. More importantly, this research will help employees to create their motivation and experiences of working at home or remotely more productively.



CHAPTER II

LITERATURE REVIEW

2.1 What Is Work from Home?

“Work from Home is the relationship between work and home and the way individual manage their roles and responsibilities between work and home (Rothbard, N.P. and Dumas, T.L Work-Life Balance: A Psychological Perspective, 2006)” It is challenging when people have to work in such a comfortable environment like “Home” because normally we are working in an office, and we get use with workplace environment. But since the pandemic started this normal routine of working is starting to change. Work From Home is now a new normal working style in worldwide, it used to be an alternative choice for some certain jobs and some certain industries due to many reasons including lack of technology support or lack of capabilities that still need supervision.

2.2 Why We Have to Work from Home?

As mentioned previously, since the Covid-19 situation many companies launched a work from home or remote work policy to support new normal life-style that we have to limit our physical contact and keep distance. After the pandemic started, people forced to change life-style to survive in the crisis in the same time, prepare for others uncertain situation in the future. This new work life-style allows employees to work from home full-time, wherever or whenever it is most convenient for them. This starts with the progress of technology and digital transformation, as internet connection and digital technology capabilities become more efficient and more businesses are converted to use more digital technology, hence employees no longer require going to work in the office.

2.3 What Pros and Cons We May Face During Work from Home?

In generally, most people claim about this work from home behavior that it causes employees lack of support from supervisor due to employees have to rely most of the time by themselves at home and it requires lots of responsibility to manage work and time on ourselves in the other hand, it creates more of intrinsic factors motivation because having more responsibility can see as intrinsically motivation for employees to achieve in long-term. Another problem that employees may have is lack of technology skill, it is not everyone who have or expertise in IT, for generation Y and later are not have much problem with it due to they were born with this period but for some certain group may face this problem and resist to learn and resist to change, and that may cause their performance drop accordingly.

This research will find out what factors that can affect and motivate employee to deliver and maintain high performance based on the theories of Hygiene factors and Maslow Hierarchy of needs. The writer aims to find out what factors both extrinsic and intrinsic that influence employee to deliver their performance and how we can increase it in this situation and in future that employee have to work from home.

2.4 Intrinsic and Extrinsic Motivations

What is motivation? Motivation creates human's action and affect to human behaviors and performances, it is needs, wants and desires within the individual that initiate the behaviors, actions and outcomes, motivation also stimulates our action to achieve the goals. Motivation is the willingness of an individual to do something that satisfies the needs stated by Whiseand and Rush (1988), or another definition by Fuller et.al. (2008) said motivation is an individual's intensity, direction and persistence of efforts to attain a specific objective. From all definitions mentioned, it is defined similar meaning that motivation is something that energize desire and drive the actions in individual to accomplish the goal with satisfaction.

But what cause human's motivation in order to take action or behave in the way he or she does? "*Lawler III, E.E., stated that we have to consider both what energized the behavior and what direct the behavior toward the goal*" (book: *Motivation in work organizations, 1973*) to clarify and understand human behavior and

action is to know what motivate them to do and in order to understand human's motivation is to know what can influences or cause their motivation. Understand more of human's motivation; we have identified motivation two types; Extrinsic Motivation and Intrinsic Motivation.

Extrinsic Motivation is the motivation of an individual that cause from external satisfactions or extrinsic reward that human wants or needs, and it can fulfill or reward by extrinsic or external factors such as money, incentive and save working environment.

Intrinsic Motivation is the motivation of an individual that cause from internal satisfactions or intrinsic reward that human wants or desires, and it can fulfill or reward by intrinsic or internal factors such as self-achievement, responsibility, growth and earning more experiences and knowledge.

The writer would like to find out the factors that influence and affect to human both extrinsic and intrinsic motivation in the situation that employee forced to change their environment to work at home, and the writer would like to find out how to increase employee's job satisfactions by influences employee's motivation. From understanding, focusing on intrinsic factors will motivate employee to have high performance and keep employees have job satisfaction increasingly in long term.

2.5 Herzberg's Two-Factor Theory

Extrinsic and Intrinsic motivations can influence and drive by various factors, it works independently from each other but leads to one result that is employee's job satisfactions. Base on Frederick Herzberg (1959) was designed theory that well-known as two factor theory, it included with Motivation factors know as intrinsic factors and Hygiene factors know as extrinsic factors, this theory will help us to understand how employees are motivated and help us to know how we should increase employee motivation base on their needs, expectations and satisfactions.

Both factors have different purpose of working; for intrinsic factor's purpose is to increase employee job satisfaction, it is a factor that aims to provide intrinsically satisfactions for employees such as feeling of work achievement, learning more experiences, and more responsibilities. This factor also aims to create more

strongly positive effect for performance. Basically, this factor is human need of psychological growth and self-actualization. *“Intrinsic Factor will help employees to increase inner growth and development that will lead to a higher productivity and performance (Yusoff, W.F.W., Kian, T.S. and Idris, M.T.M., 2013)”* from this sentence meaning that as long as employee has intrinsically motivated, he or she will satisfy in their job, sustain to develop and deliver high performance in long-term.

While intrinsic factor purpose is to increase job satisfaction, extrinsic factor's purpose is to avoid or prevent employee dissatisfaction of the jobs. Extrinsic factors main focus on external factors and motivate by external needs and desires such as incentive, bonus, or increasing base salary. Yusoff, Kian, T.S., and Idris (2013) assumed in their research that *“if employees have high preferences on extrinsic factors such as working environment or supervision, then the extrinsic factors will have positive effects towards their job satisfactions, rather than only prevent their dissatisfactions”* from this assuming meaning that we may not need to have intrinsic factors to motivate employees, and extrinsic factors might be enough for employees to create and increase job satisfactions. In order to support this assumption, we may have to study more about what factors can create or increase employees' motivations during work at home, is it only extrinsic may be enough for employees to deliver high performance? or we may have to focus on both factors equally?

As mentioned, that extrinsic and intrinsic factors are independently work for different purpose, some research said we should focus more on increasing intrinsic factors because it will create employees job satisfactions in long-term compare to external factors especially during pandemic situation when employees get over stress and force to change their life-style and get out from comfort zone. focusing on intrinsic factors believed that it can help them to be success more on work from home situation, but some research also said focus on extrinsic will drive employees to have high performance in this situation because in this crisis world economics facing down.

90% of business are struggling to survive and facing financial crisis and it affects to employee. In order to save jobs, employee have to achieved target on certain amount which it considers as their KPI. Especially sales people, their targets KPI are money which is extrinsic factors, so it could drive them the most to stay on track. To study in depth about what exactly extrinsic factors or intrinsic factors are mainly affects

employee's performance during work from home situation from this research might be able to help us to focus on right direction to increase employees' productivities afterward.

2.6 Maslow's Hierarchy of Need

A. H. Maslow (1943) stated that Maslow's hierarchy of need comprise five levels of human needs included: Physiological needs, Safety needs, Love and belongingness, Esteem needs, and Self-actualization, he also said that human have to complete and be satisfied lowest level needs first then can attend to next level. In each five level can refer to motivate employees as their needs and when all their needs are fulfilled it can lead to "job satisfaction and delivering high and productive performance"

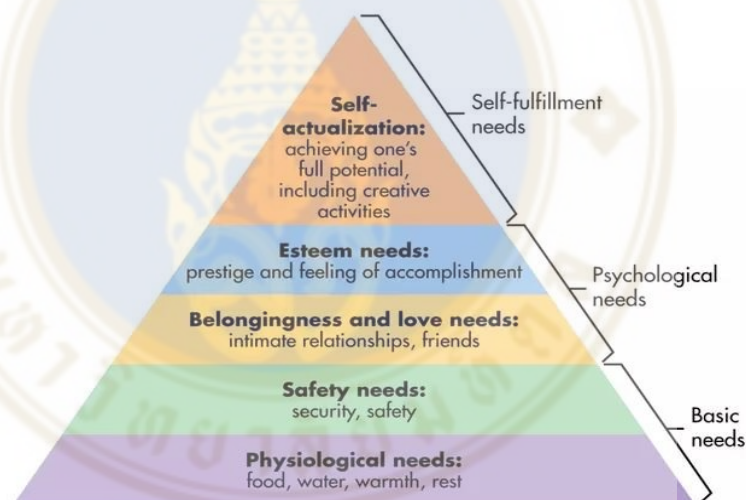


Figure 2.1 Maslow's Hierarchy of Need

Refer to Maslow pyramid five-stage, start from first level; Physiological needs that known as basic needs for human survival such as food, water, air, warmth, sex, and sleep. As mentioned, these are basic of human survival, and when this level is met, human can now move to next level which is safety needs; security, safety, law, stability. We can refer these two as first two basic needs of employees and to fulfill them; employees need money or salary to purchase the basic needs in life. And that can motivate employees to work to achieve their basic needs. We consider it as short-term drive because when employees get better opportunities from other, they may leave

without any second thought and these two levels are not motivating employee enough to deliver high performance. So, we need more of factors that affect to employee intrinsic, we need factors that affect internal and can create intrinsically motivation. Refer to assumption of Maslow that the self-actualization is considered as sustainability in long-term that drive and create employee as intrinsic motivation. To achieve this level, people will have high drive force to push-self and motivate-self to achieve it and it considers as self-fulfillment and internal satisfaction which is last longer and higher impact than others lower level.

From the theories that mentioned above, work at home or anywhere where employees feel like they are comfortable or convenience may help to fulfill employee needs more for example, working at home employee can get to stay home and have more time with their loves one and this can motivate as motivation factors (intrinsic) and fulfill employee relationship needs level in Maslow hierarchy of needs. So, the writer will find out and analyze base on these two factors in order to help employees to motivate themselves during work from home to deliver high performance.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Method

This research is to study what factors that affect to employee's motivation and how we can influence and increase employee's motivations during work from home. To find out the answers of the objectives, the writer uses assumption method to assume questions as follow:

1. Employees able to manage their motivations and experiences of working at home.
 - 1.1 Would employee's mindset during work at home difference from work in office?
 - 1.2 What action or behavior they have done differently to motivate themselves when work at home?
2. Intrinsic or/and Extrinsic motivation factors that motivates people to work at home.
 - 2.1 What Extrinsic factors that motivate employee during work from home?
 - 2.2 What Intrinsic factors that motivate employee during work from home?
3. Intrinsic or Extrinsic motivation factors that demotivates people to work at home.
 - 3.1 What Extrinsic factors that demotivate and reduce employee' motivation during work from home?
 - 3.2 What Intrinsic factors that demotivate and reduce employee' motivation during work from home?

3.2 Data Collection

As of confidentiality, pseudonym is required to protect participants and employer. The selected participants are from Recruitment Consultant (sales) department

in recruitment firm industry which consists of Recruitment Division Manager, Senior Recruitment Consultant, and Recruitment Consultant Officer. Due to Covid-19 situation, the writer decided to set up the interview via Zoom Call. The participants have differences performances results during work at home situation; one is achieved more than 100% performance, one is maintaining the same performance as working in office and another one is performance slightly drop, as mentioned the writer would like to introduce their background as below.

KPI per month:

- Resume sent 60 resumes
- Business Call 80 calls
- Clients visit 8 visits for all positions.
- Job open 8 jobs
- Target 4M per year for manager, 2M per year for senior and 1M for junior recruitment.

1st Participant: A (female)

Interview date: November 3rd, 2020

Duration: 40 minutes

Personal Background: A is 45 years old female, married with two kids. She recently works in Recruitment Company as Senior Recruitment Division Manager, she works in this industry over 8 years, started form Senior Recruitment Consultant position and growth in career ever since. Her role and responsibilities for Senior Division Manager is taking care of clients, candidates, and her team members. She responsible for all recruitment and selection activities, taking cares of clients and ensures that clients will get the effective candidate. She responsible for developing and training her team and develop strategy for team to achieved team target. She has to ensure that her team member can achieve team target and their individual KPI and also evaluate team member. In year 2018-2019, she achieved 100% of individual KPI and 100% both Team and individual Target, and in year 2020 of Covid-19, she achieved 120% KPI and 100% Team and individual Target.

2nd Participant: B (female)**Interview date:** November 3rd, 2020**Duration:** 40 minutes

Personal Background: B is 34 years old, female and single. She recently works in Recruitment Company as Senior Recruitment Consultant; she works in recruitment industry over 6 years. Her role and responsible for Senior Recruitment position are taking care of clients, customer and individual target and KPI. She is responsible for all recruitment and selection activities. And assist division manager to set team strategy and responsible for her own KPI and Target of 2M. She also supports junior recruitment consultant in team. She mostly recruited top management and executive position salary length of 100k-150k. In year 2018-2019, B achieved 100% of individual KPI and 100% of individual Target, and in year 2020 of Covid-19, she maintains to achieved 100% KPI and 100% individual Target.

3rd Participant: C (male)**Interview date:** November 3rd, 2020**Duration:** 40 minutes

Personal Background: C is 30 years old, male and single. He works in this industry for 2 years as a Recruitment Consultant position, his role and responsible is take care of clients, candidates and all recruitment and selection activity. He is responsible for searching and contacting candidates for jobs and matching them to positions with client companies as requirement. He provides advices to both clients and candidates and supports overall recruitment activities. Mostly, he recruited position that salary length of 40k-100k. He is responsible for his own KPI and target of 1M. In year 2018-2019, he can maintain his KPI 97% of and achieved 100% individual Target, in year 2020 of Covid-19, he achieved 90% KPI and 85% individual Target.

3.3 Interview Question

Table 3.1 Interview Question

Topic	Questions
Personal Background	<ol style="list-style-type: none"> 1. Please tell me about yourself (Age, status) 2. What is your position and responsibility? 3. How long have you been working in recruitment industry? 4. What is your KPI Measurement? 5. What is your KPI result in pass 2 years before Covid-19? 6. What is your KPI result during Covid-19 year?
Finding Analysis	<ol style="list-style-type: none"> 1. How do you perform before Covid-19 start? 2. How do you feel about work in office? 3. What factor affects your performance? 4. What is your obstacle? 5. How you handle your obstacle? 6. How do you perform during work from home? 7. How do you feel about work from home? 8. What factors affect your performance? 9. What is your obstacle during work from home? 10. How you handle your obstacle? 11. What is different between work from home and work in office? 12. What you prefer more and why?

CHAPTER IV

FINDINGS ANALYSIS

After the interviewing session with all three participants, collecting all data, and obtaining insight information. The writer has found the information which can be used to identify factors that affect to employee motivation and performance during work from home. Moreover, the writer has found how employees manage and handle their performances to accomplish their KPI when they have to sudden shift their work-routine from work in office to work from home during outbreak crisis. In order to help and support employees to achieve higher performance and adapt to uncertain change situation such as Covid-19, the writer has found how employees could increase and influence their performance by managing their factors that affect to their performance, and increase their job satisfaction during work from home.

4.1 Main Findings

4.1.1 Employee Performance During Work from Home and Herzberg's Two-Factor Theory

Herzberg's two-factor theory is proposed to find factors that affect employee motivation during work at home. As mentioned previously in chapter II this theory included with intrinsic factors and extrinsic factors.

Intrinsic factor's purpose is to increase employee job satisfaction, offer intrinsically satisfactions, and internal force such as self-accomplishment, high responsibilities, curiosity, recognition, challenge, cooperation and etc. intrinsic factor aims to create positive effect to performance and increase inner growth that will lead to higher performance

Extrinsic factor's purpose is to avoid or prevent employee dissatisfaction of the jobs, offer extrinsically reward as a reward-driven behavior and mainly focus on

external factors and motivate by external desires such as money, commission fee, praise, bonus, compensation benefit, fame and etc.

Base on interview questions, the writer has asked about employee performance, employee's feeling during working from home and what factors and obstacle that can affect them. **A** is the highest performer among participants, she always manages to achieved high performance both during working at office and at home. **A** mentioned that during work at home she plans her schedule a week ahead of how she can complete her KPI, before start new month KPI, in order to conquered 100% KPI and get 100% commission fee *"I plan my schedule in advance and keep on track to make sure I can keep my performance and still earn enough money for paying expenses in this situation"*- **A**. Similarly, to **A**, **B** and **C** mentioned that in this situation many companies start to lay off employee, so they have to deliver productive performance to prevent losing job and continue get pay as much as possible - the writer considers their action as *extrinsic* because **A**, **B** and **C** behave follow external desire for money and preventing losing their jobs. Their company also takes part in driving employees' motivation by giving them a little sense of external desire in form of money as reward. **C** mentioned about his company supportive during work from home, the company increase telephone fee and provide internet budget fee, moreover in his department has mini campaign "top sale team competition" for the winner team that can achieve the highest target amount every month will receive reward *"I do my best to get my team win the reward every month, so we have more pocket money for buffet"*-**C** Same as **C**, **A** and **B** said that their company also increasing their telephone fee and provide internet fee to support employees – the writer considers as *extrinsic* that company offer to employees.

A and **B** said during work at home, their teams stay connected more often than before. They set up group video via zoom meeting for working online together at least one day a week to create similar environment closely to office to support colleagues who have difficult time managing work at home. **A** and **B** mentioned that they feel good when they can complete their performance but they feel great when they can help others to achieved their KPI and achieved team goal together; on this part the writer considers as *intrinsic* because **A** and **B** feel intrinsically satisfy not only feeling accomplishment

in managing to complete their KPI but also cooperation with their team to achieved shared goal.

Differently from **A and B**, **C** mentioned that during work at home, **C** and his team barely work online together. His supervisor set up video call via zoom meeting only twice a month just to report individual work progress *“I like when we work in office, we can talk and support each other more than now”*-**C** the writer considers this as *intrinsic*, **C** feels lacking of cooperation and it affects his need for belonging which can lead to decrease his intrinsic motivation. He also mentioned that working at home alone causes him missed the fun time with his team *“we used to share information and discuss about works and general things, some topic is fun to discuss about and I miss that moment”*-**C**. the writer considers this as *intrinsic* because **C** perceived that as intrinsic satisfaction, he works with friends for fun not because of benefit and that affects his performance. And during work from home, he feels that his supervisor not give him fully support enough due to lack of communication and he feels under pressure sometimes when he interferes with problem and cannot ask for immediate advice like he used to when work in office. - the writer considered this as *intrinsic* effect of recognition and it leads to decrease **C** motivation and performance.

Follow with the question about what is participants obstacle, **A** mentioned about way of working that is quite difficult to maintain performance during work at home because meeting people is not allow and according to the job description as recruitment consultant that requires us to meet and interact with people, so she challenges herself by setting up her goal little higher and putting more effort to achieved it – from here the writer considers as *intrinsic* because **A** perceived her situation as challenges and being challenged help employee continuously works on optimal level toward goal. Moreover, **A** stated that most important thing that help her to continued complete her goal is she enjoyed working *“I enjoyed talking with people and my job allows me to talk with people a lot ... and once I enjoyed doing it, it is not hard to do even if you have to do it different way”*-**A**. this considers as *intrinsic* because she enjoyed doing her job rather than just to earn money. Similarly, to **A, B and C** mentioned that they are like this job not only good commission fee as compensation but also, they enjoyed in what they do.

A said another obstacle that is learning new technologies, due to her generation is not really familiar with all new equipment and technologies, but these all technologies can support her work. – consider as *extrinsic* because A is learning new skill for complete work. B and C are slightly different from A, they are quite younger than A, they already interested in technologies, so they said during work from home is a chance for them to explore more technologies. So, the writer considers for B and C as both *intrinsic and extrinsic*.

Analysis

In summary, the writer can notice both intrinsic and extrinsic motivation that affect to all three participants. The company also has a part that involve and increase motivation as *extrinsic motivation* by external rewarding employees in form of telephone fee benefit and also “top sale team competition” can help to create employee *intrinsic motivation* by giving employee sense of proud together with *extrinsic motivation* by rewarding the winning team. For participant A who achieved the highest performance the writer noticed that she has affected by intrinsic factors more than extrinsic and the writer can emphasis that intrinsic factors have major affect than extrinsic factors in long-term and have force to drive employee’s performance as of participant A result. Another evidence that can emphasis on intrinsic factors can have major effect to employee performance is; the writer notice from participant C during work from home, from the interview session show that his intrinsic factors are decreasing and it affects to his performance slightly drop.

4.1.2 Employee Performance During Work from Home and Maslow’s Hierarchy of Needs

Maslow’s Hierarchy of Needs theory is another theory proposed to find factors that affect employee motivation during working at home. Maslow pyramid consisted of human five basic needs once employee fulfilled their first need they will seek to step up into higher level of need and it can affect employee motivation to perform better in order to achieved next level of pyramid. Start from first two levels of pyramid which considering as human basic needs; Physiological and safety; these are refer as first two basic needs for employees and consider as extrinsic motivation that can purchase by money and in order to have money employee need to work.

A said since work at home she has more time to work and rest due to does not waste time on the road in the morning “*before work at home I feel that spend hours on the road travelling to work and visiting clients causes me exhausted, and wasting of time, but now I can save commuting time and I talked with clients and candidates more often than before.*”- **A**. **B and C** mentioned the same about lacking of rest from travelling to work and work from home can reduce their stress that cause from commuting time. This meaning that working at home can affect and fulfill their *Physiological-more resting*. All participants also mentioned about economic crisis, this situation is giving them a sense of afraid losing their job which turns to force that drive them perform better in order to secure and fulfill their safety needs and considering that affects their *security needs* level.

Next level is level of love or relationship needs, base from the interview session, the writer noticed that this level affect to participants’ performance differently for **A and B** had fulfilled their *relationship needs* at work. They mentioned about good teamwork in their team even though they cannot work together like working in office and also feeling socialize not causing stress and it affects them to perform better because they feeling supportive and having very good relationship with their colleagues. Different from **C**, he mentioned about having problem of lacking supportive from his supervisor and also missing working environment with friends “*we used to share information and discuss about how to handle tough candidates, some topic is fun to discuss and I miss that moment*”-**C**. so, for participant **C** the writer considers as not fulfill *relationship needs* which affects **C** perform slightly drop compare to work in office. Family is also important affect to employee performance. The writer collects evident from participant **A** who has highest performance mentioned that since working at home she has more time with her family and her kids are not complain her anymore – the writer considers as fulfill *relationship needs in family part* which affects employee’s performance that not shown **B and C**.

Moving on the top part of pyramid included self-esteem and self-actualization which consider as intrinsic motivations that drive employee performance in long-term. From the interview session the writer can collect evident from **A and B** in a part that they mentioned about their satisfy feeling when they can complete their KPI and achieved high commission fee – this the writer considers as *self-esteem needs* that

fulfilling and giving sense of self-accomplishment and create self-confidence for employees, and these affects employee as intrinsic motivation to drive high performance. For self-actualization needs, the writer cannot collect any evidence about this level.

Analysis

In summary, the writer noticed that all participants already fulfill first two levels and perceived fulfillment as extrinsic factors that increase their performances. Focusing on *relationship needs level* where the writer can see the differences performance outcome between participant **A** and **C**. While **A** is having good relationship with colleagues and deliver high performance, **C** deliver performance slightly drop and mentioning having lack of relationship with friends at work. More importantly, on self-esteem needs level which consider as intrinsic motivation, both of participants **A** and **B** are fulfilled in this level and this fulfillment affect them as intrinsic motivation that drive them to deliver high performance. Therefore, the higher level of pyramid that employee achieved is the higher performance employee will deliver.

CHAPTER V

CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusion

To conclude and answer the objective of this research

1. What factors that affect employee motivation and performance during work from home for recruitment-sale position?
2. What factors motivate them to do their jobs with high performance
3. How they motivate themselves to accomplish their goal with high performance during work from home?
4. How employees can manage their motivations and experiences of working from home?

The writer can summary that both extrinsic and intrinsic factors can affect to employee performance during work at home, but intrinsic factors are create high impact and drive employees to **perform** high performances during work at home more than extrinsic factors. Intrinsic factors can have major impact to employee performance and if intrinsic motivations are decrease, it can affect employee to perform decreasingly and not being productive. Therefore, employers or organization should pay attention and boost up both extrinsic and intrinsic factors, but focus more on intrinsic factor that can create more affect to drive employee to perform better in long term. And the writer also noticed from participants that as of Recruitment Consultant people, they tend to value relationship and it affect their motivation, so company or employers should specifically focus on and promote open communication in organization in order to increase intrinsically satisfaction in organization.

Every employee has their own way to handle the situations differently, same as way of work management. All employees also handle their performance during work from home individually and deliver productivity performance differently, based on their personalities and situation surround them. Thus, understanding employee needs individually in both environment of working at home and in office are very important

because what can motivate them during work in office might not motivate them at home. Proving employees, the right factors that motivate them can help them to increase their motivation and can boost up their performance, more importantly, it is sustainable for the company.

5.2 Recommendation

5. How we can increase and influence employees who have performance drop for recruitment-sales position?

Refer to data collection and analysis, the writer obtains the information about factors that affect employee performance during work from home. Both of Extrinsic and Intrinsic factors have a huge role that affect employees' performances. For extrinsic factors can stimulate employees to perform in order to earn external reward to fulfill their desires, extrinsic reward does not have always be tangible, it can be intangible reward such as fame and praise. And extrinsic factor can affect employee performance in short-term, and it might not encourage employees enough to liberate high productive performance. Extrinsic mostly plays a big part as preventing employees from job dissatisfaction, while intrinsic factor's role is increasing job satisfactions and stimulate higher performance.

Especially during work from home, according to the research, the writer can emphasize that intrinsic factors are most critically affect employee performance during work from home, hence company or employee should focus on promoting intrinsic factors. As mentioned previously employees have their individual method of managing task or work, based on their personal situations, personalities, or environments. Therefore, to select the right choice to answer their desires both intrinsic and extrinsic, the company or employee-self need to know what stage of satisfaction level employees are, and what do employees lack of or already had, in order to fulfill them and support their performance in particular situation. Meaning company should do employee satisfaction survey periodically to observe employee satisfaction level.

Base on finding analysis, and research information the writer would like to purpose ways to keep employees stay productive during work from home.

Evaluate motivation – for company can support this part via employee satisfaction survey to evaluate employee current situation and motivation of both external and internal satisfactions. for employee-self can also start from evaluating your current motivations. Writing down as a list of what is your goal and how it is important to you and what external reward and internal satisfaction that you earn from it.

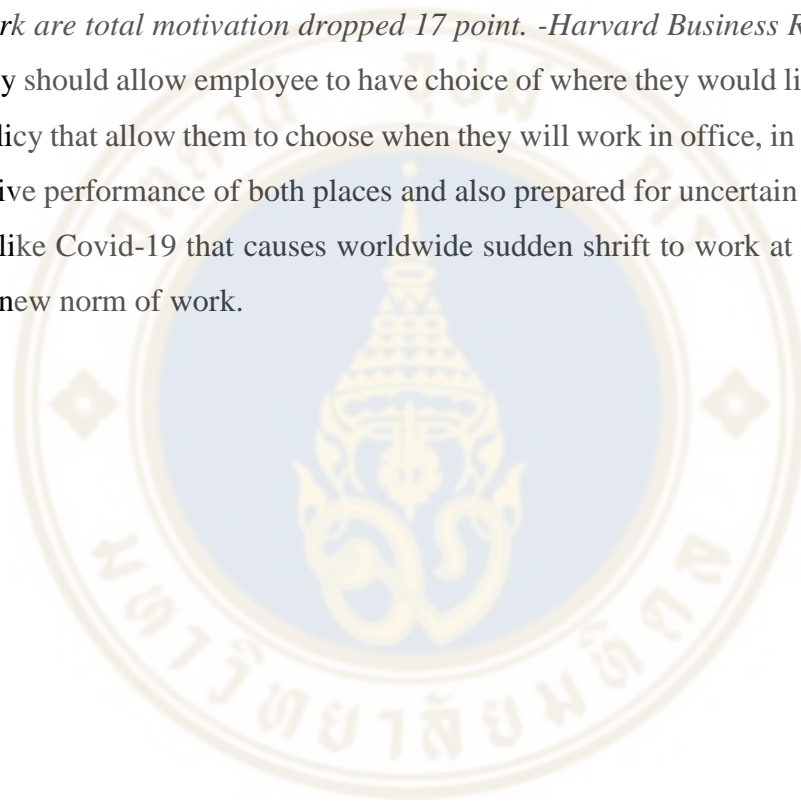
Setting goal – for company part can implement as goal setting; allow employee shares idea of how to achieved goal together, and allow employee choose and experiment their own way to solve problem and achieved goal. For employee-self can set your own personal goal that have personal meaning toward work to help you feel challenge and attach to it. And the way you achieved your goal should try to make an impact on people and environment around you, the more it impacts, is the more you feel motivate.

Social and communication – communication is critical part and very important in every relation and if relation grow in the right way, it also affects human behavior. And during work from home situation, communication even more necessary. There are several channels of enhancing communication during work remotely included phone call, video call, e-mail and via all applications that support online telecommunicate. These channels allow employees stay connected both formal meeting such as reporting, meeting and update working progress, and informal meeting. A part from that creating a daily check-in also a good example of helping employee sense of connection among team and sense of attention which can stimulate motivation.

Provide emotional support both work relate and non-work relate – As working at home can contribute a sense of loneliness and being isolate which leads to negative emotions that can turn to performance decrease. Working alone at home can affect sense of relationship and needs of belonging especially for employee who stay home alone. Setting up or creating virtual work atmosphere that allow employee to talk and share informal topics beside working can help to increase their motivation and reduce stress for example, set up another zoom meeting room for informal meeting among team member. Another part is absent of team lead or supervisor can also affect employees in a sense of recognition and supports. Supervisors should have immediate respond and be available at all the time during working hours especially for employee

who is struggling to adapt working at home or employee who is stressful from sudden change circumstance.

In conclusion, extrinsic and intrinsic factors have both important part that affect employee performance, same as working in office and working at home, there are both have pro and cons that could affect employee performance. In order to increase and keep employee performance stay productive the writer would suggest company should combine policy of both working from home and working in office equally. Refer to the survey of Harvard Business Review stated that *employee who had no choice in where they work are total motivation dropped 17 point. -Harvard Business Review.* meaning, company should allow employee to have choice of where they would like to work along with policy that allow them to choose when they will work in office, in order to promote productive performance of both places and also prepared for uncertain change situation similar like Covid-19 that causes worldwide sudden shift to work at home and create sudden new norm of work.



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