THE EFFECT OF WORK FROM HOME ON CORPORATE CULTURE MEDIATED BY MOTIVATION, WORK BEHAVIOR, AND PERFORMANCE

Reny Andriyanty
Institut Bisnis dan Informatika (IBI) Kosgoro 1957, Indonesia
Farida Komalasari
President University, Indonesia
Delila Rambe
Institut Bisnis dan Informatika (IBI) Kosgoro 1957, Indonesia

Abstract: The research aims to analyze how WFH influences corporate culture through the availability of work facilities, motivation, work behavior, and employee performance. It is quantitative research using structural equation modeling. Data were obtained from 32 respondents that spread across Jakarta, Bekasi, and West Java. The results of this research show that WFH significantly affects the employee’s motivation. On the other hand, WFH has a significant direct effect on work motivation. Work motivation significantly affects work behavior. Work behavior affects employee performance significantly, and performance has a significant effect on innovative corporate culture. The analysis on the specific indirect effect resulted in significantly influencing innovation corporate culture from home through employee motivation, work behavior, and employee performance. Further research could explore the WFH-implementing mechanism as part of a culture of innovation for sustainable human resource development in the new-normal era of Indonesian companies.

Keywords: Work from Home, Motivation, Performance, Work Behavior, Corporate Innovation Culture

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their homes? And will the employee’s performance decrease, stays the same, or even increase during their time of working from home? Further analysis is needed to answer these questions.

According to Harvard Business Review (2020), the main challenge in WFH is minimizing supervision, less social interaction for work, and the many distractions at home. However, the research done by Sok and Blomme (2014) explains that the organization’s support will become a positive push for the employees who are working from home (Sok et al., 2014). Empirical research in China regarding WFH reports that were working from home increases work performance by thirteen percent, where nine percent comes from the amount of more work done by a minute caused by less time to rest and sickness absence. The four percent comes from more telephone calls received due to the working environment at home that seems more calm and comfortable. It is also reported that there are more work satisfaction and performance-based promotion that is accepted by the employees in China being decreased (Liang et al., 2015).

Covid-19 pandemic is a lesson to learn from every company in Indonesia, especially Jakarta, Tangerang, and Bekasi. WFH will be a new work pattern alternative that might be effectively seen from human resource management. A further option will bring an implication and innovative challenges in the future, not only for the employees but also the organization and the public (Dockery and Bawa, 2014). For a company or an organization, an employee’s excellent performance is the primary key. Companies must learn to decide whether, through WFH, employee’s work motivation, work behavior, and work facilities will affect employee’s performance. Another question is, will those things affect corporate innovation culture? Given the thought of WFH relies on professionalism, ideas, initiative, and how the employees can use their technology. According to the condition above, the question, will WFH affect work motivation? Will the facilities and supplies at home affect WFH? Will WFH cause a change in our work behavior? Will WFH affect the employee’s performance? And whether or not those changes affect innovative corporate culture. Arise from those questions. This research aimed to analyze how WFH influences innovative corporate culture through the availability of work facilities, motivation, work behavior, and employee performance.

LITERATURE REVIEW

The WFH policy that is applied to stop the spread of Covid-19 brings many consequences to a wide spectrum. As stated by ILO, working from anywhere can give an upper hand to many people needed, such as businessmen and women, and employees. It is one advantage that work-life balance has, as it can reduce time and give more efficiency. Those things can create interesting work opportunities, maintain excellent workers, and even have the potential to increase economic growth in remote areas (Eurofound and ILO, 2018).

Work from home negatively impacts performance because of the lack of working facilities such as personal computers and communication tools at home. They concluded that work from home could not be done without working facilities at home. Employees who work in factories are forced to stop temporarily, and WFH is impossible because the employer prepares no work support facilities to work at home (Mustajab et al., 2020). New studies show that the employees’ autonomy of work hours increases their company’s performance without increasing stress and the fatigue happening in the workplace (Beckmann, 2016). The breadth of employee’s autonomy on the working hour increases the employee’s motivation. Therefore, it positively affects the employee’s performance (Kira and Michael, 2016; Barsness et al., 2005). Effective allocation of human resources through WFH changes the recent work behavior. The change itself should keep the motivation consistent with work at the office (Maulana, 2012). That is why it needs organizational support and working facilities that support employees while working from home (Bloom et al., 2015). A research result in Australia in 2020 said that a WFH policy is a right decision that the companies and organizations decided to assure comfort and avoid all the employees and workers from the stress and the spread of Covid-
The approach is intended to maintain disciplined work behavior and encourage employees to do their best by respecting employee privacy and dignity (Pennington and Stanford, 2020). The effort to maintain employee privacy and dignity can be an effort by management to maintain the work motivation (Cucu-Ciuhan and Guitã-Alexandru, 2014). The team of Harvard Business School working paper mentioned that work from home policies will take a role in future research, that how it change employee behavior and attitudes to their employers and also their co-workers (Kniffin et al., 2020). WFH will affect the worker’s performance. In general, WFH can help companies keep their employees due to having more flexible work hours and the ability to adjust their schedule to work while also doing other activities (Iljins et al., 2015; Beauregard, Kelly, et al., 2013). The different impact is shown from a couple of studies, such as how the employee’s performance increase, how the employees show more effort, and how it decreases the stress level of work (Farrell, 2017; Kira and Michael, 2016; Grant et al., 2013).

Productivity from WFH changes how the companies or organizations work to have an advantage over WFH in the long run (Ahmad, 2020; Mustajab et al., 2020). In this revolutionary era where technology has developed so fast, a company or an organization must adapt to human resource management. If so, the companies or organizations, including the smaller companies inside or a traditional organization, will have a breaking point (failure) (Sensuse et al., 2015; Alvesson and Sveningsson, 2007). On the other hand, work satisfaction is essential in adopting an organizational culture (Iljins et al., 2015). WFH has become one of the many reasons companies should adapt to new behavior, which are triggered from energy cost pressure (more likely coming from high transportation costs), a living cost, and a need for investment. Human resource management demands a company or an organization to allocate resources effectively (Reilly, 1998). Based on all information above, the research proposed hypothesis: that there is significant and positive correlation between work from home and corporate culture through motivation, work behavior and employee’s performance.

**METHOD**

This research is quantitative. The data was gathered from 32 respondents using a questionnaire consisting of government employees, state-owned companies (BUMN), a national and international private company in Jakarta, Banten, and West Java. According to company policies, respondents were chosen accidentally chosen and doing their duty through WFH, right after the government announcement to implement the PSBB policy (large-scale social restrictions) in March 2020.

Based on the literature review and the research objection, the research hypotheses have been proposed that WFH significantly affects innovative corporate culture through motivation, work behavior, and performance. The received data were analyzed using a multivariate analysis by applying a structural equation modeling consisting of the outer and inner models. The mathematical equation for an internal model as:

\[
\eta = \tau_1 \xi_1 + \tau_2 \xi_2 + \tau_3 \xi_3 + \tau_4 \xi_4 + \tau_5 \xi_5 + \zeta_1
\]

Which:

- \(\eta\) = Factor of innovative corporate culture; \(\tau_1\) = innovative corporate culture coefficient;
- \(\xi_1\) = Factor of Work from home; \(\tau_2\) = Work from home coefficient;
- \(\xi_2\) = Factor of work facility; \(\tau_3\) = work facility coefficient;
- \(\xi_3\) = Factor of motivation; \(\tau_4\) = motivation coefficient;
- \(\xi_4\) = Factor of work behavior changing; \(\tau_5\) = work behavior changing coefficient;
- \(\xi_5\) = Factor of performance; \(\tau_5\) = performance coefficient;
- \(\zeta_1\) = exogenous latent variable error.

Outer models are formed with mathematical equations as follows:

1. exogenous latent variable factors:

\[
x_1 = Employee confidence increasing = \lambda_{x1} \xi_1 + \delta_1
\]
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\[ x_2 = \text{Social interaction among employee} = \lambda_{x_2} \xi_{2} + \delta_2 \]
\[ x_3 = \text{Family interaction} = \lambda_{x_3} \xi_{3} + \delta_3 \]
\[ x_4 = \text{Transportation cost reduction} = \lambda_{x_4} \xi_{4} + \delta_4 \]
\[ x_5 = \text{Flexible work hour} = \lambda_{x_5} \xi_{5} + \delta_5 \]
\[ x_6 = \text{Reduction of fatigue due to traffic going home and going to the office} = \lambda_{x_6} \xi_{6} + \delta_6 \]
\[ x_7 = \text{Internet accessibility} = \lambda_{x_7} \xi_{7} + \delta_7 \]
\[ x_8 = \text{Work facilities (printer, scanner, dll)} = \lambda_{x_8} \xi_{8} + \delta_8 \]
\[ x_9 = \text{Corporate's moral support for WFH} = \lambda_{x_9} \xi_{9} + \delta_9 \]
\[ x_{10} = \text{Corporate moral support for WFH} = \lambda_{x_{10}} \xi_{10} + \delta_{10} \]
\[ x_{11} = \text{Corporate financial support} = \lambda_{x_{11}} \xi_{11} + \delta_{11} \]
\[ x_{12} = \text{The stability of the corporate's operations} = \lambda_{x_{12}} \xi_{12} + \delta_{12} \]
\[ x_{13} = \text{Motive} = \lambda_{x_{13}} \xi_{13} + \delta_{13} \]
\[ x_{14} = \text{Expectation} = \lambda_{x_{14}} \xi_{14} + \delta_{14} \]
\[ x_{15} = \text{Incentive} = \lambda_{x_{15}} \xi_{15} + \delta_{15} \]
\[ x_{16} = \text{Changes in communication patterns with fellow employees} = \lambda_{x_{16}} \xi_{16} + \delta_{16} \]
\[ x_{17} = \text{Changes in communication patterns with consumer} = \lambda_{x_{17}} \xi_{17} + \delta_{17} \]
\[ x_{18} = \text{Professionalism} = \lambda_{x_{18}} \xi_{18} + \delta_{18} \]
\[ x_{19} = \text{Initiative & self-confidence} = \lambda_{x_{19}} \xi_{19} + \delta_{19} \]
\[ x_{20} = \text{The level of work control during WFH} = \lambda_{x_{20}} \xi_{20} + \delta_{20} \]
\[ x_{21} = \text{Work quality} = \lambda_{x_{21}} \xi_{21} + \delta_{21} \]
\[ x_{22} = \text{Work quantity} = \lambda_{x_{22}} \xi_{22} + \delta_{22} \]
\[ x_{23} = \text{Work from Home} = \lambda_{x_{23}} \xi_{23} + \delta_{23} \]
\[ x_{24} = \text{Punctuality of work (deadline)} = \lambda_{x_{24}} \xi_{24} + \delta_{24} \]
\[ x_{25} = \text{Work effectiveness during WFH} = \lambda_{x_{25}} \xi_{25} + \delta_{25} \]
\[ x_{26} = \text{Work independence during WFH} = \lambda_{x_{26}} \xi_{26} + \delta_{26} \]

2. endogenous latent variable
\[ y_1 = \text{Vision & Mission that supports a culture of innovation} = \lambda_{y_1} \eta_{1} + \epsilon_{1} \]
\[ y_2 = \text{Basic facility to support the innovative culture} = \lambda_{y_2} \eta_{2} + \epsilon_{2} \]
\[ y_3 = \text{Participatory management} = \lambda_{y_3} \eta_{3} + \epsilon_{3} \]
\[ y_4 = \text{Corporate has a commitment to develop human resources} = \lambda_{y_4} \eta_{4} + \epsilon_{4} \]
\[ y_5 = \text{The company has a commitment to develop human resources} = \lambda_{y_5} \eta_{5} + \epsilon_{5} \]
\[ y_6 = \text{Corporate’s essence to respect the time} = \lambda_{y_6} \eta_{6} + \epsilon_{6} \]
\[ y_7 = \text{Corporate’s essence of good relations among people and environment} = \lambda_{y_7} \eta_{7} + \epsilon_{7} \]
\[ y_8 = \text{Corporate’s essence of good relations among people and environment} = \lambda_{y_8} \eta_{8} + \epsilon_{8} \]

All data were analyzed by partial least squares structural equation modeling in empirical studies in social sciences (Hair et al., 2019; Ringle et al., 2020; Sözbilir 2018). Based on the validity test results using factor loading values, the manifest variable of the endogenous latent variable is valid (all p-values > 0.50). The following construction test is the reliability test which is based on the Cronbach’s Alpha value. All the exogenous latent variables are stated

Table 1. Test results for validity and reliability

| Latent variable                     | Cronbach’s Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|------------------------------------|------------------|-------|-----------------------|----------------------------------|
| Innovative Culture Corporation     | 0.954            | 0.960 | 0.962                 | 0.758                            |
| Performance                        | 0.925            | 0.926 | 0.942                 | 0.731                            |
| Motivation                         | 0.846            | 0.875 | 0.899                 | 0.693                            |
| Work Behavior                      | 0.896            | 0.902 | 0.919                 | 0.621                            |
| Working Facility                   | 0.866            | 0.889 | 0.904                 | 0.654                            |
| Work from Home                     | 0.886            | 0.894 | 0.914                 | 0.640                            |

Source: Processed Primary Data (2020)
as reliable. The detailed reliability test results can be seen in the following Table 1.

**RESULTS**

A fitness test towards modeling was done with an R square. The model shows that it can explain the model properly (Garson, 2016). It can be seen that the value of R square was 0.444. Prediction relevance model using Stone-Geisser’s. This test is applied to determine the predictive capability of the solid blindfolding procedure because the Q^2 value shows a value of 0.9623. The correlation result inter-latent variables were shown in table three. They all are positive and significant. The data is displayed in the following Table 2.

The total indirect correlation between the WFH variable on work behavior, performance, and innovative corporate culture was significant. WFH affected the creative corporate culture indirectly with a correlation with a value of 18.70 percent. Completed total indirect effect data can be seen in the following Table 3.

**Table 2. Path Analysis Results**

| Relationship                              | Standardized F | Sample | Standard | T Statistic | Supported |
|-------------------------------------------|----------------|--------|----------|-------------|-----------|
| Performance → Innovative corporate culture| 0.672          | 0.684  | 0.089    | 7.551^)     | Yes       |
| Work motivation → Work behavior           | 0.783          | 0.795  | 0.076    | 10.277^)    | Yes       |
| Work behavior → Performance               | 0.646          | 0.653  | 0.102    | 6.320^)     | Yes       |
| Work facility → Work behavior             | 0.242          | 0.224  | 0.117    | 2.062       | No        |
| Work facility → WFH                       | 0.418          | 0.455  | 0.192    | 2.184       | No        |
| WFH → Work motivation                     | 0.550          | 0.566  | 0.109    | 5.054^)     | Yes       |

*p < .001

Source: Processed primary data (2020)

**Table 3. Total Indirect Effects Test Results**

| Relationship                              | Standardized factor loading | Sample Mean | Standard Deviation | T Statistic | Supported |
|-------------------------------------------|----------------------------|-------------|--------------------|-------------|-----------|
| Performance → Innovative corporate culture| 0.672                      | 0.684       | 0.089              | 7.551^)     | Yes       |
| WFH → Work behavior                       | 0.430                      | 0.448       | 0.087              | 4.922^)     | Yes       |
| WFH → Performance                         | 0.278                      | 0.295       | 0.081              | 3.440^)     | Yes       |
| WFH → Innovative corporate culture        | 0.187                      | 0.202       | 0.0602             | 3.004^)     | Yes       |

*p < .001

Source: Processed primary data (2020)

The specific indirect effects that resulted in the model were significant, with a t-value of 3.004. It explained that WFH significantly affects the innovative corporate culture through motivation, work behavior changing, and employee performance. That was stated based on the data in the following Table 4.

Further analysis of the structural inner and outer model as a whole showed significant values. The data are detailed in the following Table 5.
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### Table 4. The Specific Indirect Effect Analysis Result

| Relationship | Standardized factor loading | Sample Mean | Standard Deviation | T Statistic | Supported |
|--------------|-----------------------------|-------------|--------------------|-------------|-----------|
| work from home → work motivation → work behavior → performance → innovative corporate culture | 0.187 | 0.202 | 0.062 | 3.004 | Yes |

*p < .001

Source: Processed primary data (2020)

### Table 5. The Structural Model Result

| Relationship | Weight | Sample Mean | Standard Deviation | T Statistic | Supported |
|--------------|--------|-------------|--------------------|-------------|-----------|
| **Work from home** | | | | | |
| Family interaction | 0.638 | 0.643 | 0.079 | 8.105 | Yes |
| Traffic Avoidance | 0.902 | 0.900 | 0.043 | 20.981 | Yes |
| Transportation Cost Reduction | 0.822 | 0.812 | 0.096 | 8.575 | Yes |
| Social Interaction | 0.786 | 0.793 | 0.062 | 12.747 | Yes |
| Trust on the Company’s Operating Stability | 0.781 | 0.765 | 0.115 | 6.815 | Yes |
| Operating Stability | 0.779 | 0.780 | 0.084 | 9.226 | Yes |
| Working time | 0.712 | 0.691 | 0.151 | 4.712 | Yes |
| **Work Facility** | | | | | |
| Internet Availability | 0.654 | 9.642 | 0.090 | 7.301 | Yes |
| Company Financial Support | 0.883 | 0.879 | 0.078 | 11.389 | Yes |
| Availability of Working Facility | 0.877 | 0.854 | 0.102 | 8.602 | Yes |
| Database | 0.804 | 0.797 | 0.105 | 7.677 | Yes |
| Corporate Moral Support | 0.737 | 0.715 | 0.163 | 4.521 | Yes |
| **Motivation** | | | | | |
| Stability of Company Operations | 0.728 | 0.679 | 0.197 | 3.693 | Yes |
| Motive | 0.693 | 0.685 | 0.070 | 9.959 | Yes |
| Work Expectations | 0.931 | 0.927 | 0.031 | 30.225 | Yes |
| Incentive | 0.879 | 0.880 | 0.040 | 22.129 | Yes |
| **Work behavior** | | | | | |
| Changes in Communication Patterns with Leader | 0.855 | 0.843 | 0.086 | 9.948 | Yes |
| The level of work control during WFH | 0.634 | 0.625 | 0.124 | 5.102 | Yes |
| Changes in Communication Behavior with Consumers | 0.621 | 0.623 | 0.064 | 9.711 | Yes |
| Work discipline | 0.875 | 0.875 | 0.039 | 22.528 | Yes |
| Professionalism | 0.847 | 0.845 | 0.073 | 11.542 | Yes |
| Changes in Communication Patterns among Employees | 0.844 | 0.843 | 0.049 | 17.245 | Yes |
| Initiative & Confidence | 0.771 | 0.765 | 0.163 | 4.521 | Yes |
| Incentive | 0.770 | 0.767 | 0.088 | 8.715 | Yes |
| Changes in Communication Patterns among Employees | 0.719 | 0.714 | 0.089 | 8.085 | Yes |
| Initiative & Confidence | 0.667 | 0.660 | 1.104 | 6.411 | Yes |
DISCUSSION

The correlation between WFH and motivation shows a percentage of 55 percent. It has a mediocre influence on working motivation. By the time the Covid-19 pandemic started, many employees are forced to WFH (Kniffin et al., 2020). Work from home demands high intrinsic motivation from the employee for their work responsibilities and performance (Rupietta and Beckmann, 2018). To keep employee’s motivation during the covid-19 pandemic, the learning organization must motivate each other. Mutually motivating conditions can be done between leaders and subordinates, vice versa, and between peer subordinates (Seema et al., 2020). There are managerial supports, maintenance and sharing, effective communication and shifting working, recognition and appreciation among peers (Wolor et al., 2020).

The correlation between work motivation and work behavior is up to a solid 78.3 percent. Reorganizing the workspaces to ensure distance among employees is likely to hamper social-working connections and, in turn, negatively affect employee mental and physical health. To maintain good work behavior, business organizations must generate social cohesiveness, common culture, and internal trust. A leader must facilitate job crafting among employees. So they can reach better cope with the uncertain job demands (Kniffin et al., 2020).

The work-behavior changes will certainly affect performance. The correlate value reaches 64.6 percent. It is inconsistent with the research by Susilo (2020) and Hill et al. (2003). Susilo showed that there was no significant correlation between work from home and performance. Still, his research promotes that motivation confirmed strongly mediates the work from home and performance (Susilo, 2020). Hall et al. also showed the opposite results. Their research showed no significant difference between working from home or in an office on employee performance (Hill et al., 2003). It confirmed an indirect effect among variables in table 4 above.

In this research, work performance has a mediocre correlation with innovative corporate culture. It values 67.2 percent. This finding suggests that corporate must adjust the culture about work from
home. This statement is in line with Rupietta’s and Isa et al.’s and Maamoor’s research (Maamoor, 2018; Rupietta and Beckmann, 2018; Isa et al., 2016; Putriana et al., 2015). The company’s ability to adopt a new work culture will increase employee motivation. Li’s research showed that organizational culture is closely associated with decision-making, motivation, productivity, human performance, and management (Li, 2015). In line with the Naranjo-Valencia, they declared that corporates must develop a company culture while paying attention to innovation and employee performance. The innovation mediates the relationship between corporate culture and company performance (Naranjo-Valencia et al., 2016). It was inconsistent with empirical evidence on the financial firm in developing countries. Its research was conducted by Yesil and Kaya (2012). They declared that corporate culture has no significant effect on performance (Yesil and Kaya, 2013).

In general, the biggest influence of WFH was related to social aspects. The first factor, WFH, increased inter-family and inter-employee interactions. Rothman and baumann research supported it. There was an indirect effect between family interaction and work quality. It declared that if family interactions would support the quality of work through meaningful psychological variables and directly affect employees’ working involvement (Rothmann and Baumann, 2014). The second factor was the mental aspect due to jam-traffic avoidance during work-commuting, with a value of 82.20 percent. The third factor was the reduction in transportation costs due to WFH. Moeckel researched the influence of WFH on congestion in 2016, followed by a decrease in transportation costs by 78.6 percent. The fourth factor was social interaction, with a value of 78.10 percent. It affects WFH because of the decline in the number of meetings among fellow employees. The fifth factor that affects WFH is employee confidence increasing in the company. Employees felt that the company’s implementation of WFH policies showed the company’s concern for their lives. The sixth factor was flexible working time, with a value of 71.20 percent. That is supported by research recommendation that there was a positive relationship between WFH and work time flexibility (Possenriede and Plantenga, 2014). The flexibility of work time affected the attributes of work choices (Dockery and Bawa, 2014).

The work facility factors were all significant. The biggest influence factor was the accessibility of internet networks. It proved that a critical factor in WFH is internet access. Changes in digital platforms today, especially in the rapid development of smartphones, the internet, and cloud computing, are driving changes in work patterns to the concept of “being able to work anywhere” globally (Shareena and Shahid, 2020).

The main factor that influences the motivation to work is the company’s operation stability. The number shows 93.10 percent. Employees feel a strong work motivation if the company could guarantee their work, especially in times of crisis due to the co-19 pandemic (Vardarlıy, 2016). A similar sentiment stated that job stability, working conditions, manager competencies became the dominant attribute for extrinsic motivational factors (Rusu and Avasilcai, 2014). This research result stated that if work motivation remains stable during WFH, employees will have better work behavior (Brown et al., 2015; Achim et al., 2013).

All factors analyzed showed significant effects on work behavior changing. Regarding changes in communication patterns with leaders, consumers, and fellow employees during WFH can be understood based on Smit, Patmos and Pitts in 2015. Their research stated that the company might benefit from offering a communication channel platform and online, face-to-face opportunities to encourage employees to take advantage of many channels to communicate with their work environment. Video channels communication is the closest substitute for face-to-face communication (Smith et al., 2018). Many studies explained that WFH makes working hours longer than work at the office and the frequency of work from home becomes crucial (Rupietta and Beckmann, 2018). Johnson’s study concluded that in the short term, regular self-control practices interspersed with rest could produce relatively long-lasting gains in self-control capacity. Consistent with
these ideas, practicing self-control can lead to better overall self-control performance (Johnson, 2017). Research by Nordin, Baidzowi & Razak in 2016 also stated that discipline influences working from home (Nordin et al., 2016). Nugrohadi, Nurminingsih, and Pujiwati research in 2019 stated a positive and significant influence between work discipline and employee performance in public hospitals in North Jakarta (Nugrohadi et al., 2019). The next factor was employee initiative and confidence. WFH spurred employee initiatives, especially for middle management employees (Beauregard et al., 2013). Corporations with an innovative culture should encourage their employees’ initiatives as a form of investment in human resources (Stief et al., 2018).

The main factor that influenced the employee’s performance during WFH was the working timeliness of tasks. Respondents argued that because of the invisible presence during WFH, they feel that performance will be seen through the work delivered on time. Along with WFH, employees relied on the internet network and telecommunications equipment. As long as the internet connectivity was good, their work will deliver in time. The study of managing work time did by Ahmad et al. in the year 2012. It influenced the work performance where the distribution of work time balance was also important to performance (Ahmad et al., 2012). The accuracy of work assignments must also be following the quality and quantity of work they normally do. Timeliness, quality, and quantity ultimately also drive effectiveness and independence to be factors that affect performance. A study conducted by Abid and Barrech in the year 2017 showed that flexible working from home impacts productivity, performance, and improving the balance of work-life (Abid and Barrech, 2017).

The Covid-19 pandemic broadens new insights for companies to enrich the innovative corporate culture. This research proved that WFH influences work motivation, work behavior, and performance positively. This research is supported by research from Altýndaða and Kösedaoý in the year 2015. Its recommendation that the innovative corporate culture affected employee performance (Altýndað and Kösedaoý, 2015). Abid and Barech’s research in the year 2017 also showed that many companies in Pakistan should support WFH because it provides two-sided benefits, companies, and employees (Abid and Barech, 2017).

In the new-normal era, the company must measure work success mechanisms, develop backup strategies related to WFH, and apply participatory management. For this reason, a lot of innovation is needed for essential tools and facilities for companies to support it (Saether, 2019). WFH must be seen as a concept of employee competencies developing by allowing employees to set up their limits on life and inclusive work (Kossek, 2016). The corporate can create it as an opportunity for effective employee career development and require new top-bottom managerial patterns (Wojcik et al., 2016). The WFH development will require changes in employee performance appraisal (Rusu et al., 2016). The spatial and temporal flexibility encouraged increasing organizational commitment, enthusiasm, and satisfaction among employees (Felstead and Henseke, 2017). Top management must get used to a routine and innovative follow-up on performance appraisals, significantly the work workload from home employees (Ward, 2017). The biggest challenge faced by the corporate leader is the lack of confidence in the visibility of working from home employees. That lack needs a clear metric to raise the trust (Church, 2015). Based on all the information above, the lesson from work from home makes corporate doing their business more effective. At this time, the corporate’s innovation efforts are clear metrics establishing work rights and obligations performance benchmarks.

CONCLUSIONS

The research conclusions showed that WFH has a significant indirect effect on innovative corporate culture through motivation, a transformation of work behavior, and employee performance. WFH has a significant direct impact on employee work motivation. Its main factor is the stability of the company’s operations. Work motivation significantly affects work behavior. Work behavior affects employee performance significantly, and per-
formance has a significant effect on innovative corporate culture. The indirect impact of WFH was also significant on work behavior, performance, and innovative corporate culture.

**IMPLICATIONS**

The implementation is that corporate could apply WFH as a new efficient work pattern in the new-normal era. In the covid-19 pandemic crisis, corporate must be able to assure the corporate’s operations stability. Corporate must apply the innovation-work from home related to motivation, work behavior, and performance. Furthermore, WFH forces were corporate to innovate effective and efficient communication into a digital platform. The influencing factor on employee performance is work time, and it does not overburden. Corporate must have the perspective that WFH as an employee competence concept. It is being regarded as an innovation in effective career development. The corporate is also responded to the WFH by developing performance assessments related to work time. A further innovation that must be developed is the WFH pattern that makes lower-middle-top management employees have good communication and emotional quality. The performance of WFH benchmark metrics must be clearly defined, including specific job descriptions, working hours, work targets, and benefits. Make WFH a working choice in recruiting new employees and add it in the employment contract clause.

**LIMITATIONS**

We had less response than expected and only have fewer data. Questionnaires were distributed to more than 100 respondents, 37 questionnaires were returned, and only 32 questionnaires that fit to be processed. The limited number of respondents increases the probability of research bias. So further research to be able to cover more respondents at various levels of management. The more varied the data, the more detailed research results will be obtained because there was a tendency from the research results, where the higher management position, the WFH behavior tends to be better than the lower management employee.

**RECOMMENDATIONS**

Further research could explore the WFH-implementing mechanism as part of a culture of innovation for sustainable human resource development in the new-normal era of Indonesian companies.

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