

Proceeding Paper

# Employee Motivation and Performance During the COVID-19 Pandemic: A Case Study of the Civil Service Police Unit in Lampung Province

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## Abstract

This study delves into the critical role of employee motivation in sustaining and enhancing performance during the COVID-19 pandemic, specifically within the Civil Service Police Unit of Lampung Province. The pandemic brought unprecedented challenges, requiring organizations to adapt swiftly to maintain operational effectiveness. This research explores both extrinsic and intrinsic motivational factors, analyzing their influence on employee performance amid the crisis. Employing a qualitative research design, the study utilized in-depth semi-structured interviews and comprehensive document analysis to gather data. The findings highlight that while extrinsic factors such as job security, salary, and working conditions provided necessary stability, intrinsic factors like recognition, responsibility, and achievement were equally pivotal in maintaining motivation. The study identifies significant barriers, including stress and unstable internet connectivity, that hindered performance, while factors such as clear regulations and adequate human resources were found to be critical enablers. The research concludes with actionable recommendations for organizational leaders to foster a balanced motivational strategy that incorporates both extrinsic and intrinsic elements, thus ensuring sustained employee performance during crises and beyond. These insights contribute to a broader understanding of employee motivation in organizational resilience and adaptability.

**Keywords:** Employee Motivation, Performance, COVID-19, Civil Service Police, Lampung Province, Organizational Resilience, Intrinsic Motivation, Extrinsic Motivation, Crisis Management

## 1. Introduction

The COVID-19 pandemic has brought about unprecedented disruptions across the globe, compelling organizations to rethink and reconfigure their operational strategies, particularly concerning employee motivation (Aslam et al., 2022; Chanana & Sangeeta, 2021; Collings et al., 2021; Raghavan et al., 2021). In such a volatile environment, the ability to sustain employee performance is paramount to achieving organizational goals. Motivation, a key driver of employee performance, takes on heightened importance during crises, as it can determine the extent to which employees remain engaged and effective in their roles (Camilleri, 2021; Esque, 2015; Salehi & Veitch, 2020; Taylor, 2015). Numerous studies have investigated the impact of various motivational factors on employee performance, distinguishing between extrinsic motivators (such as compensation, job security, and work conditions) and intrinsic motivators (such as recognition, responsibility, and personal achievement) (Defrizal et al., 2021; Delaney & Royal, 2017; Rahimić et al., 2012). However, there is a notable gap in the literature regarding how these motivational factors specifically interact and influence performance during a global crisis like the COVID-19 pandemic.

This study seeks to address this gap by focusing on the Civil Service Police Unit in Lampung Province, an organization that played a critical role in enforcing COVID-19 regulations and ensuring public safety during the pandemic. The primary objectives of this research are to identify the key motivational factors that influenced employee performance during this period, to assess the relative importance of extrinsic versus

intrinsic motivation under crisis conditions, and to offer practical recommendations for enhancing employee motivation in similar contexts (Blinov et al., 2012; Camilleri, 2021; Panagiotakopoulos, 2014; Tao et al., 2022; Wang, 2012). By examining the interplay between these factors, this study aims to contribute to the development of more resilient and adaptable organizational strategies that can sustain performance in the face of future challenges (Panagiotakopoulos, 2014; Vu et al., 2022).

## 2. Research Method

This research adopts a qualitative approach to thoroughly explore the motivational factors influencing employee performance during the COVID-19 pandemic. The choice of a qualitative methodology is justified by the need to capture the nuanced and subjective experiences of employees, which are critical to understanding the complex dynamics of motivation under crisis conditions (Mani & Mishra, 2020; Prochazka et al., 2020; Stergiou & Farmaki, 2021). Data were collected through semi-structured interviews with members of the Civil Service Police Unit in Lampung Province, who were directly involved in pandemic-related duties. These interviews provided rich, first-hand insights into the motivational challenges and drivers experienced by the employees (Ibrahim et al., 2021; Kholis et al., 2021).

In addition to interviews, the study conducted a detailed document analysis of organizational records, including performance reports, internal communications, and policy documents related to the pandemic response. This triangulation of data sources ensured a comprehensive understanding of the organizational context and the factors at play (Azizi et al., 2021; Crain et al., 2021; Devereaux et al., 2022; Gifford et al., 2022; Karmarkar et al., 2021; Yoo et al., 2021).

The analysis was guided by Herzberg's two-factor theory of motivation, which distinguishes between hygiene factors (extrinsic) and motivators (intrinsic). Extrinsic factors such as salary, job security, and working conditions were analyzed alongside intrinsic factors such as recognition, responsibility, and achievement (Alrawahi et al., 2020; Chibili, 2013; Leach & Westbrook, 2000; Osafo et al., 2020). This dual focus allowed the study to identify not only the individual impact of these factors but also their interplay and combined effect on employee performance during the pandemic (Meunier et al., 2022; Prochazka et al., 2020; Vu et al., 2022).

## 3. Result

The analysis revealed a complex interplay between extrinsic and intrinsic motivational factors, both of which were crucial in maintaining employee performance during the pandemic. Extrinsic factors, particularly job security and working conditions, emerged as essential stabilizers during a time of great uncertainty. Employees reported that knowing their jobs were secure and having stable working conditions significantly reduced their anxiety and allowed them to focus on their duties. Adequate compensation, though always important, took on heightened significance as employees faced the economic impacts of the pandemic.

Intrinsic factors also played a vital role in sustaining motivation. Employees who felt recognized for their efforts and who were given increased responsibility and autonomy reported higher levels of motivation, despite the challenging circumstances. The sense of achievement gained from successfully navigating pandemic-related challenges further bolstered their commitment to their roles.

However, the study also identified several barriers to performance. High levels of stress, exacerbated by the health risks associated with COVID-19 and the demands of enforcing public safety measures, were significant detractors from motivation. Unstable internet connectivity, which hampered communication and access to resources, also

posed a considerable challenge, particularly as many administrative functions moved online.

Conversely, the study found that clear organizational regulations and adequate human resources were key factors that supported employee motivation and performance. Employees who were well-informed about their roles and responsibilities during the pandemic, and who felt supported by their organization, were better able to maintain high performance levels.

#### 4. Discussion

The findings of this study underscore the necessity for organizations, particularly in crisis situations such as the COVID-19 pandemic, to adopt a balanced approach to employee motivation. This research reveals that both extrinsic and intrinsic motivational factors play a crucial role in sustaining employee performance, supporting the assertions of previous studies (Camilleri, 2021; Defrizal et al., 2021; Esque, 2015; Salehi & Veitch, 2020). Extrinsic factors such as compensation, job security, and work conditions provided a critical foundation of stability, which was essential for maintaining performance under the heightened pressures of the pandemic (Delaney & Royal, 2017; Rahimić et al., 2012). However, intrinsic motivators, including recognition, responsibility, and personal achievement, were found to foster a deeper sense of engagement and purpose, reinforcing the idea that employees are more likely to remain committed when they find meaning in their work, even amidst adversity (Panagiotakopoulos, 2014; Tao et al., 2022; Wang, 2012).

This study contributes to the broader understanding of motivational dynamics during crises by highlighting that organizations cannot rely solely on extrinsic rewards to sustain employee performance. The interplay between extrinsic and intrinsic motivators suggests that both are necessary for maintaining employee engagement and effectiveness, particularly in challenging contexts (Blinov et al., 2012; Vu et al., 2022). Moreover, the research indicates that addressing barriers to motivation, such as stress and connectivity issues, is vital for creating an environment where employees can thrive (Chanana & Sangeeta, 2021; Collings et al., 2021).

In light of these findings, organizational leaders are encouraged to adopt a holistic approach to motivation that integrates both extrinsic and intrinsic elements. This approach not only ensures sustained performance during crises but also contributes to the development of a more resilient and adaptable workforce capable of meeting future challenges (Panagiotakopoulos, 2014; Vu et al., 2022).

#### 5. Conclusion

This study demonstrates the pivotal role of motivation in maintaining employee performance during the COVID-19 pandemic. By identifying the key extrinsic and intrinsic motivational factors and analyzing their impact on performance, the research offers valuable insights for leaders and policymakers. The findings underscore the importance of a comprehensive motivational strategy that addresses both extrinsic needs, such as job security and working conditions, and intrinsic desires, such as recognition and responsibility.

The study's recommendations for enhancing motivation are particularly relevant for organizations facing similar crises in the future. By fostering a supportive and motivating work environment, leaders can ensure that their employees remain engaged and effective, even in the most challenging circumstances. Future research could explore the long-term effects of the motivational strategies implemented during the pandemic and examine their applicability in other crisis situations. This study contributes to the broader understanding of motivation in organizational settings, emphasizing its significance in achieving resilience, adaptability, and sustained performance.

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