

# Work Study Conflict and Work from Home in Enhancing Employee Motivation among Start-Up (Conceptual Paper)

Annisa Puji Nursyabani<sup>1</sup>, Anita Silvianita<sup>2</sup>

<sup>1</sup>School of Communication and Business, Telkom University

<sup>2</sup> School of Communication and Business, Telkom University

**Abstract.** The purpose of this study is to determine the effect of work study conflict and work from home with role clarity on work motivation of start-up company employees. Data will be obtained from distributing questionnaires to 33 employees in 3 start-up companies in Indonesia who have outsourced employees who are also students. Then the data will be processed using SEM-PLS data analysis techniques using SmartPLS software. The findings in the literature show that there is a negative influence of work study conflict on work motivation, a positive influence of work from home on work motivation, and a positive influence of role clarity on work motivation.

**Keyword.** work study conflict; work from home; role clarity; work motivation

**Article history.** Received October, 2023. Revised November, 2023. Accepted December, 2023

**Corresponding Author.** School of Communication and Business, Telkom University, Bandung, Indonesia. Email: [annisapujii@student.telkomuniversity.ac.id](mailto:annisapujii@student.telkomuniversity.ac.id)

## INTRODUCTION

In recent years, many universities in Indonesia have implemented internship programs to enhance students' employability before they graduate. These programs aim to bridge the gap between theoretical knowledge and real-world applications (Anjum, 2020). The start-up companies in Indonesia has experienced significant growth, leading to an increasing trend of "working while studying" as many students take advantage of the opportunity to gain practical work experience before graduation (Annur, 2023). Post-pandemic, 70 start-ups in Indonesia are still implementing work from home (WFH) systems as they perceive that WFH provides employees with flexibility and autonomy to balance work and non-work responsibilities (Enaifoghe & Zenzile, 2023; Indrajaya, 2022).

The impact of telework on workers, families, organizations, and society has been examined using the Job Demands Resources (JD-R) theory as a framework (Bapuji et al., 2020). Conditions created by telecommuting, also known as working from home (WFH), can lead to conflicts between work demands and family, organizational, and personal demands. This is especially relevant for individuals juggling multiple activities simultaneously, such as university students who are also employees, resulting in gaps in understanding the complexity of stress processes (Barnett et al., 2012; Demerouti & Bakker, 2023).

The tendency to study while working, as explained earlier, can certainly lead to work study conflict (WSC). WSC is one of the factors that can lead to decreased employee motivation. According to JD-R theory, higher job demands, especially "role conflict," can drain employees' mental resources, leading to withdrawal from work and reduced motivation and commitment (Bellamkonda et al., 2021). Students' poor health and well-being are contributed to by high levels of WSC (Owen et al., 2018). In this scenario, burnout is positively associated with WSC, ultimately leading to reduced work motivation. During college, work study students will spend a significant amount of time and energy managing

tasks at work, leading to emotional exhaustion due to drained energy levels (Shahzad et al., 2022). Miraglia and Johns (2016) research in Aronsson et al., (2021) indicates that role conflict, an unhealthy aspect of high job demands, is expected to negatively impact motivation and increase absenteeism.

Employee well-being and performance can be negatively impacted by an imbalance between job demands and job resources (Bakker et al., 2003; Demerouti et al., 2001). When available resources are insufficient to meet job demands, employees may experience burnout and prolonged stress. Conversely, when job demands are met by sufficient resources, employees will feel more motivated and have higher well-being. In the motivation process, JD-R can function as an intrinsic motivator by encouraging employee growth, learning, and development, or as an extrinsic motivator by facilitating the achievement of work goals (Demerouti & Bakker, 2023).

The importance of a supportive work environment, in the form of supervisor and co-worker support, is demonstrated in the context of working from home. Social support, proposed as a potential buffer against work strain, was the most impactful situational variable. In JD-R theory, leading in a remote work context requires adequate tangible and psychosocial resources that leaders must provide (Britt et al., 2021). The ICT tools, adequate rewards, career opportunities, and increased job security are relevant tangible resources. Emotional and instrumental support, role clarity, coaching, recognition for hard work, constructive feedback, relevant and timely information, and fair treatment are psychosocial resources that can be provided to teams or subordinates by leaders (Bakker & Albrecht, 2018; Bakker & Demerouti, 2017; Breevaart et al., 2015). It is important for leaders to be aware of the level of employee job demands so that these demands do not become excessive and to ensure that employees have a good understanding of role clarity to reduce perceived tension.

Employees are given a clear understanding of what is expected of them in terms of their roles and responsibilities, making role clarity essential. When a clear understanding of their roles is possessed by employees, meaningfulness in their work is more likely to be experienced, which is one of the important psychological conditions that drive intrinsic motivation (Tubre & Collins, 2000). It was found by Mukherjee & Malhotra (2006) that various employee outcomes, such as job satisfaction and organizational commitment, are positively impacted by role clarity. Stress among employees can be caused by a lack of role clarity, which is detrimental to creativity. According to Kundu et al., (2019), motivation among employees can be enhanced by role clarity as they are aware that their efforts will result in specific outcomes because when employees have a clear understanding of their roles and responsibilities, they tend to be motivated to perform well.

## **METHOD**

This research uses quantitative methods, with a focus on data collection and analysis that uses mathematical methods, especially statistics, to test hypotheses, examine cause-and-effect relationships, and make predictions. This study uses an ordinal scale as a variable measurement scale and a likert scale instrument to measure a person's level of agreement or disagreement with certain statements or questions. The data analysis technique used in this research is using SEM-PLS with the help of SmartPLS statistical tools. The purpose of this research is to see how work study conflict and work from home and role clarity as moderators affect work motivation. This research will be conducted at three start-up companies in Indonesia. The respondents to this research survey are 33 outsourcing employees who are also students.

## CONCLUSION

The start-up industry in Indonesia has experienced significant growth, giving rise to the trend of 'working while studying' for students. Moreover, many start-ups in Indonesia are still implementing a post-pandemic WFH working system because it is considered to increase work motivation and employee satisfaction with a more flexible work system and provide greater autonomy to employees to manage their work (Davidescu et al., 2020). This is certainly very beneficial for working students because they can carry out two roles at once, namely as students and workers. However, the work study trend can create role conflict and lead to decreased motivation, as it has the potential to create an imbalance between job demands and job resources (Shahzad et al., 2022). So in this case, leaders need to provide adequate tangible and psychosocial resources, ensure employees have a clear understanding of their roles, and ensure role clarity to reduce perceived tension because, according to Kundu et al., (2019), high role clarity will be able to increase employee motivation.

## REFERENCES

- Anjum, S. (2020). Impact of internship programs on professional and personal development of business students: a case study from Pakistan. *Future Business Journal*, 6(1), 2. <https://doi.org/10.1186/s43093-019-0007-3>
- Annur, C. M. (2023, June 14). *10 Negara dengan Jumlah Startup Terbanyak di Dunia (14 Juni 2023)*. Databoks.Katadata.
- Aronsson, G., Hagberg, J., Björklund, C., Aboagye, E., Marklund, S., Leineweber, C., & Bergström, G. (2021). Health and motivation as mediators of the effects of job demands, job control, job support, and role conflicts at work and home on sickness presenteeism and absenteeism. *International Archives of Occupational and Environmental Health*, 94(3), 409–418. <https://doi.org/10.1007/s00420-020-01591-w>
- Bakker, A. B., & Albrecht, S. (2018). Work engagement: current trends. *Career Development International*, 23(1), 4–11. <https://doi.org/10.1108/CDI-11-2017-0207>
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>
- Bakker, A., Demerouti, E., & Schaufeli, W. (2003). Dual processes at work in a call centre: An application of the job demands–resources model. *European Journal of Work and Organizational Psychology*, 12(4), 393–417. <https://doi.org/10.1080/13594320344000165>
- Bapuji, H., de Bakker, F. G. A., Brown, J. A., Higgins, C., Rehbein, K., & Spicer, A. (2020). Business and Society Research in Times of the Corona Crisis. *Business & Society*, 59(6), 1067–1078. <https://doi.org/10.1177/0007650320921172>
- Barnett, R. C., Brennan, R. T., Gareis, K. C., Ertel, K. A., Berkman, L. F., & Almeida, D. M. (2012). Conservation of Resources theory in the context of multiple roles: an analysis of within- and cross-role mediational pathways. *Community, Work & Family*, 15(2), 131–148. <https://doi.org/10.1080/13668803.2010.539066>

Annisa Puji Nursyabani, Anita Silvianita/ *Work Study Conflict and Work from Home in Enhancing Employee Motivation among Start-Up (Conceptual Paper)*

Bellamkonda, N., Santhanam, N., & Pattusamy, M. (2021). Goal Clarity, Trust in Management and Intention to Stay: The Mediating Role of Work Engagement. *South Asian Journal of Human Resources Management*, 8(1), 9–28. <https://doi.org/10.1177/2322093720965322>

Breevaart, K., Bakker, A. B., Demerouti, E., & van den Heuvel, M. (2015). Leader-member exchange, work engagement, and job performance. *Journal of Managerial Psychology*, 30(7), 754–770. <https://doi.org/10.1108/JMP-03-2013-0088>

Britt, T. W., Shuffler, M. L., Pegram, R. L., Xoxakos, P., Rosopa, P. J., Hirsh, E., & Jackson, W. (2021). Job Demands and Resources among Healthcare Professionals during Virus Pandemics: A Review and Examination of Fluctuations in Mental Health Strain during COVID-19. *Applied Psychology*, 70(1), 120–149. <https://doi.org/10.1111/apps.12304>

Davidescu, A. A., Apostu, S.-A., Paul, A., & Casuneanu, I. (2020). Work Flexibility, Job Satisfaction, and Job Performance among Romanian Employees—Implications for Sustainable Human Resource Management. *Sustainability*, 12(15), 6086. <https://doi.org/10.3390/su12156086>

Demerouti, E., & Bakker, A. B. (2023). Job demands-resources theory in times of crises: New propositions. *Organizational Psychology Review*, 13(3), 209–236. <https://doi.org/10.1177/20413866221135022>

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499–512. <https://doi.org/10.1037/0021-9010.86.3.499>

Enaifoghe, A., & Zenzile, N. (2023). The rapidly evolving situation of employee work-from-home productivity and the integration of ICT in Post-COVID-19 pandemic. *Scientific African*, 20, e01709. <https://doi.org/10.1016/j.sciaf.2023.e01709>

Indrajaya, N. A. (2022, June 18). *70 Perusahaan Start Up yang Terapkan Sistem Kerja WFA*. Trenasia.Com.

Kundu, S. C., Kumar, S., & Lata, K. (2019). Effects of perceived role clarity on innovative work behavior: a multiple mediation model. *RAUSP Management Journal*, 55(4), 457–472. <https://doi.org/10.1108/RAUSP-04-2019-0056>

Mukherjee, A., & Malhotra, N. (2006). Does role clarity explain employee-perceived service quality? *International Journal of Service Industry Management*, 17(5), 444–473. <https://doi.org/10.1108/09564230610689777>

Owen, M. S., Kavanagh, P. S., & Dollard, M. F. (2018). An Integrated Model of Work–Study Conflict and Work–Study Facilitation. *Journal of Career Development*, 45(5), 504–517. <https://doi.org/10.1177/0894845317720071>

Shahzad, K., Iqbal, R., Javed, B., & Hashmi, S. D. (2022). Impact of work-study conflict on workplace outcomes: supervisor support for juggling many balls. *International Journal of Conflict Management*, 33(3), 475–493. <https://doi.org/10.1108/IJCMA-05-2021-0069>

Tubre, T. C., & Collins, J. M. (2000). Jackson and Schuler (1985) Revisited: A Meta-Analysis of the Relationships Between Role Ambiguity, Role Conflict, and Job Performance. *Journal of Management*, 26(1), 155–169.  
<https://doi.org/10.1177/014920630002600104>