

The Influence of Leadership Style And Work Motivation on Employee Performance After The Pandemic

Dhea Nurfa Setiani¹, Herman Soegoto²

¹Magister Magement, Universitas Komputer Indonesia, Indonesia

² Magister Magement, Universitas Komputer Indonesia, Indonesia

Email : dhea.75222003@mahasiswa.unikom.ac.id

Abstract. This study aims to identify the effect of leadership style and work motivation on post-pandemic employee performance. The method used in this study is quantitative, collecting primary data obtained from distributing questionnaires. The data obtained were then processed using SPSS software. The Covid-19 pandemic has changed each individual's leadership style and work motivation. This new change in work style affects leadership style and changes the perspective of employees, thus impacting their employees' work motivation. The results of this study indicate that the leadership style variable partially has a significant positive effect on employee performance. The Work motivation variable also partially has a significant positive impact on employee performance. Simultaneously, the leadership style variable and work motivation variable have a significant positive effect on employee performance.
Keywords : *leadership style, work motivation, employee performance, Covid-19*

1. Introduction

The Covid-19 pandemic has had a huge impact on leaders in the business sector and other sectors. The fear of the effects of covid-19 has made employees reluctant to go outside the house with the magnitude of the risks. A large outbreak and uncertain when it ends makes it difficult for leaders to make decisions, This outbreak has the characteristic of being a "landscape-scale" crisis that can be interpreted as an unexpected or large event that occurs at an extraordinary speed, causing a high degree of uncertainty that gives rise to disorientation, feelings of loss of control, and strong emotional disturbances [1]. The main thing that the leader needs to do is to know that the company is facing a crisis. This is quite a difficult step, especially when the crisis occurs slowly and develops in a reasonable situation so that it is not visible in real terms [2]. In order to overcome the potential threat of this slow-growing crisis, leaders need to suppress normalcy bias, which can cause them to underestimate the possibilities or impacts that can be caused [3].

Human resources are an important asset for the company, with good human resources, it will also create a good corporate strategy. The company's personnel management is one of the company's strategies to fight its competitors, so it must be done well. It can be said that employees in a company are important assets or assets to generate profits for the continuity of the company, and human resource management is an efficient and effective way to add value to the industrial workforce. Kasmir stated that labor performance is the result of work and work character that has been achieved in carrying out work and responsibilities given at a certain time [4]. Basically the achievements of labor will determine the success of the company by having a good workforce and having expertise in complete the work on time, then it can be said that the company it has succeeded in creating a workforce that has achievements that good, employee performance is said to be good through several variables in the study. according to

the previous research says that motivation has an influence on performance employees during the current pandemic, because it is useful for establishing communication and mutual support of each other in getting the job done During the Covid 19 pandemic [5]. As with his performance employees have some influencing factors in order to obtain effective performance results and efficient, application of leadership style and motivation needs to be done by the industry company because it will have an impact on employee performance.

Leadership is the ability to encourage other parties by communicating either directly or indirectly with the intention of directing people with full understanding and willingness to follow the will of the leader [6]. Leadership style is a code of behavior that a person uses when trying to encourage the character of other people or subordinates [7]. On the other hand, leadership style is a system that is used by someone to encourage a group to achieve a goal. Leadership style is a characteristic or procedure used to influence human resources to align company goals with the needs of leaders and subordinates [8].

A condition that motivates a person to carry out certain activities in fulfilling his desires and work motivation is a potential power in oneself that can be developed by a number of outside powers, which means that it revolves around monetary rewards and non-monetary rewards that can encourage achievement results positively or negatively, These activities are in accordance with the atmosphere and circumstances faced by the person concerned [9]. the tendency to move, from internal encouragement to self-categorization, besides that motivation is a situation that pushes humans towards a certain purpose. Work motivation is defined as a condition that influences advancing, directing and maintaining behavior related to the work environment [10].

Employee performance is the result of work and work actions achieved when carrying out assigned tasks and responsibilities over a certain period of time. Performance is person's achievement in carrying out specific tasks related to his position or in implementing work programs and organizations by demonstrating experience that is claimed to be relevant to the industry. Achievement is a multidimensional construct that categorizes three aspects: behavior. (Attitude) ability and achievement.

Hypotheses are theoretical conclusions drawn from a review of the literature or responses that must be tested first [11]. Based on the literature review, the researcher made the initial decision (hypothesis) as follows.

H1: Leadership style influences employee performance.

H2: Work motivation affects employee performance.

H3: Leadership style and work motivation affect employee performance.

With this hypothesis it is expected to know the effect of leadership style and work motivation on employee performance.

2. Method

The research method is a scientific way of obtaining data with specific uses and purposes. By applying the research method, it will be known that there is a significant relationship between the variables studied so as to produce conclusions [12].

This research uses a quantitative approach with descriptive methods and verification methods. The descriptive method is useful for describing, systematically, factually and accurately regarding the facts and the relationship between leadership styles, work motivation and employee performance.

While the verification method means testing the theory that has been put forward by testing a hypothesis whether it is accepted or rejected. The use of the verification method in this study aims to test the truth of the hypothesis being studied. In this study, hypothesis testing was carried out to test the effect of Leadership Style (X1) on Employee Performance (Y) and Work Motivation (X2) on Employee Performance (Y).

The sampling technique in this study used purposive sampling, with the condition that the respondent was or had worked. The sample in this study was 38 people out of 85 people who filled out the questionnaire that was distributed via the Google form.

3. Result and Discussion

Validity and reliability were used to test of the answers to the questionnaire. The validity test was carried out to test the validity of the statement items on the questionnaire, whether there are similarities between the data collected and the actual data. Meanwhile, the Reliability Test was carried out to test the reliability of the measuring instrument (questionnaire). Then testing the data again using the Classical Assumption Test which consists of the Normality Test, Multicollinearity Test and Heteroscedasticity Test. The Normality Test is carried out to test whether the data of the independent variables and the dependent variable in the resulting regression equation are normally distributed or not. The multicollinearity test aims to determine whether there is a correlation (relationship) between the variables studied using the regression model. On the other hand, the heteroscedasticity test is useful for testing whether there are differences in residual variance between one study and another in a regression model.

3.1. Validity test

A measuring instrument is declared valid if it has a value of $r_{\text{count}} > r_{\text{table}}$. table 1 shows the results of validity testing in this study.

Table 1. Recapitulation of Validity Testing Results.

Variabel	No Item	r hitung	r tabel	Keterangan
Leadership Style (X1)	1	0.875	0.329	Valid
	2	0.814		Valid
	3	0.909		Valid
	4	0.878		Valid
	5	0.862		Valid
	6	0.888		Valid
	7	0.839		Valid
	8	0.805		Valid
	9	0.912		Valid
Work motivation (X2)	10	0.838	0.329	Valid
	11	0.862		Valid
	12	0.864		Valid
	13	0.797		Valid
	14	0.876		Valid
	15	0.864		Valid
	16	0.861		Valid
	17	0.847		Valid
	18	0.899		Valid
	19	0.769		Valid
	20	0.901		Valid
Employee Performance (Y)	21	0.946	0.329	Valid
	22	0.950		Valid
	23	0.944		Valid
	24	0.963		Valid
	25	0.953		Valid
	26	0.879		Valid
	27	0.830		Valid
	28	0.956		Valid
	29	0.937		Valid
	30	0.946		Valid

Source: Processed SPSS output, 2023

Based on the table above, the results of the validity test show that the total r count is more than r table, namely 0.329. It can be concluded that all statement items used in this research questionnaire are valid for measuring each variable.

3.2. Reliability Test

The reliability test is used to measure the minimum level of confidence that can be given to the seriousness of the answers received by respondents. Testing is done by looking at the Cronbach's alpha value. If the Cronbach's alpha value is more than or equal to 0.70 then the reliability is high and fulfilled. Table 2 shows the results of the reliability test calculation in this study.

Table 2. Recapitulation of Reliability Test Results

Variabel	Cronbach's <i>alpha</i>	Standar Reliabilitas	Keterangan
Leadership Style (X1)	0.971	>0.70	Reliabel
Work motivation (X2)	0.969		Reliabel
Employee Performance (Y)	0.973		Reliabel

Source: Processed SPSS output, 2023

Based on the table 2, the reliability test results show that all Cronbach's alpha values for each variable are more than the reliability standard value used, which is 0.70, so it can be concluded that the seriousness of the respondents in answering the questionnaire is quite high.

3.3. Descriptive Analysis

3.3.1. Respondents' Responses Regarding Employee Performance

The employee performance variable consists of 6 (six) indicator items: Quality, Quantity, Timeliness, Effectiveness, Independence and Commitment. Researchers used a percentage score to provide information on respondents' responses or perceptions of each indicator regarding employee performance.

The calculation results show that the percentage of the total score of the Employee Performance variable is 76.45% between the intervals of 68.01% - 84.00%. Therefore it can be said that the Employee Performance variable is in the good category. It can be said that employee performance in this study is good. However, there is still a remaining gap percentage of 23.55%, this shows that there is still a slight weakness in employee performance.

3.3.2. Respondents' Responses Regarding Leadership Style

The Leadership Style variable consists of 6 (six) indicator items: decision-making ability, motivational ability, communication ability, ability to control subordinates, responsibility, and emotional control ability. The researcher used a percentage score to provide information on respondents' responses or perceptions of each indicator regarding Leadership Style.

The result of calculating the total percentage score of the Leadership Style variable is 76.7% between the intervals of 68.01% - 84.00%. Thus it can be concluded that the leadership style variable is in the good category, while the remaining gap percentage (gap) is 23.4%, this shows that there are still weaknesses in the leadership style.

3.3.3. Respondents' Responses Regarding Work Motivation

The Work Motivation variable consists of 5 (five) indicator items: responsibility, work performance, opportunities for advancement, recognition for performance, and challenging work. Researchers used a percentage score to provide information on respondents' responses or perceptions of each indicator regarding work motivation.

With the results of calculating the percentage of the total score of the work motivation variable of 75.95%, it is between the intervals of 68.01% - 84.00%. therefore it can be said that the variable of work motivation is in the good category. It can be said that the work motivation of the respondents in this study was good. However, there is still a remaining gap percentage of 24.05%, this shows that there are still weaknesses in work motivation.

3.4. Classic assumption test

3.4.1. Normality test

Table 3, shows the results of the normality test to determine whether the data is normally distributed or not, it can be seen using the Kolmogorov Smirnov method with the following results :

Table 3. Normality Test Output

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.88850769
Most Extreme Differences	Absolute	.122
	Positive	.122
	Negative	-.094
Test Statistic		.122
Asymp. Sig. (2-tailed)		.137 ^c

Source: Processed SPSS output, 2023

Based on the Table 3 output results, the Kolmogorov Smirnov value is significant at $0.137 > 0.05$. therefore it can be concluded that the residual data is normally distributed and the regression model meets the assumption of normality.

3.4.2. Multicollinearity Test

The multicollinearity test results shown in table 4, aim to test whether one of the regression models found a correlation between the independent variables. There are no symptoms of multicollinearity if the tolerance value is > 0.100 and the VIF value is < 10.00 .

Table 4. Multicollinearity Test Output

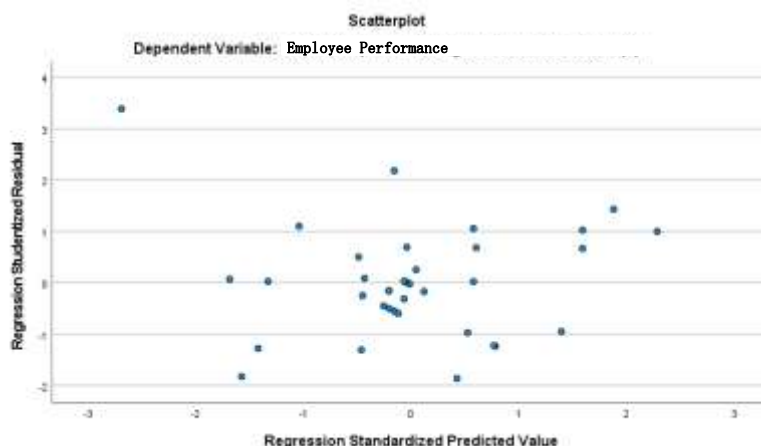
Coefficients ^a		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Leadership Style (X1)	.601	6.580
	Work motivation (X2)	.601	6.580

a. Dependent Variable: Employee Performance (Y)

Source: Processed SPSS output, 2023

If you look at the collinearity statistics column, the tolerance value is $0.601 > 0.100$ and the VIF value is $6.580 < 10.00$, which means that there are no symptoms of multicollinearity.

3.4.3. Heteroscedasticity Test



Source: Processed SPSS output, 2023

Figure 1. Heteroscedasticity Test Scatterplot

Based on the figure above, it is known that the points obtained spread randomly and do not form a certain pattern or spread above and below zero on the Y axis, so it can be concluded that the data studied did not occur heteroscedasticity.

From the three classic assumption tests above, it is known that the three classic assumptions are fulfilled so that it can be continued to multiple linear regression analysis.

3.4.4. Multiple Linear Regression Equations

Multiple linear regression analysis was performed out to predict the influence of leadership style and work motivation on employee performance. The multiple linear regression equation to be formed is as $Y = \alpha + \beta_1 X_1 + \beta_2 X_2$. Table 5, shows the multiple linear regression test with the data that has been collected.

Table 5. Multiple Linear Regression Test

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.626	1.936		.840	.406		
	Leadership Style	.462	.221	.414	2.087	.044	.601	6.580
	Work motivation	.494	.179	.548	2.763	.009	.601	6.580

a. Dependent Variable: Employee Performance

Source: Processed SPSS output, 2023

Based on the table above, the regression equation obtained from the calculation results is as follows:

$$Y = 1,626 + 0,462 X1 + 0,494 X2$$

The constant value (α) is 1.626 so that it can show if Leadership Style (X1) and Work Motivation (X2) that all variables are constant, then the employee performance result is 1.626.

Based on the equation of the results of the regression test which shows that the leadership style variable (X1) has a positive regression coefficient with a value of $b = 0.462$. This shows that there is an increase in leadership style by 1%, then employee performance will increase by 46.2% assuming that the other independent variables do not change (constant).

Based on the equation of the results of the regression test which shows the variable Work Motivation (X2) has a positive regression coefficient with a value of $b = 0.494$. This shows that work motivation increases by 1%, so employee performance will increase by 49.4% assuming that the other independent variables do not change (constant).

3.5. Correlation Analysis

The correlation coefficient is useful for measuring the strength of the relationship between two or more variables with a certain scale. Table 6 shows the relationship in this study, the relationship in question is the relationship between leadership style (X1) with employee performance (Y) and work motivation (X2) with employee performance (Y).

Table 6. Correlation Coefficient Test

		Correlations		
		Employee Performance	Leadership Style	Work motivation
Pearson Correlation	Employee Performance	1.000	.946	.950
	Leadership Style	.946	1.000	.969
	Work motivation	.950	.969	1.000
Sig. (1-tailed)	Employee Performance	.	.000	.000
	Leadership Style	.000	.	.000
	Work motivation	.000	.000	.
N	Employee Performance	40	40	40
	Leadership Style	40	40	40
	Work motivation	40	40	40

Source: Processed SPSS output, 2023

Based on the table above, it is known that the value of the correlation coefficient (R) obtained is 0.946. This value is included in the category of "perfect" relationship because it is in the correlation interval between "0.81 -1.00". The positive correlation value indicates that the better the leadership style, the better the employee's performance will be followed.

The same thing is shown by the variable work motivation on employee performance, which is indicated by the correlation coefficient value of 0.950. This value is included in the "Perfect" relationship category because it is in the interval 0.81 – 1.00. This correlation value is positive and shows that the better the leadership style of a company, the better the effect on employee performance.

3.5.1. Analysis of the Coefficient of Determination (R^2)

Table 7 shows the coefficient of determination test, which is used to measure how much the percentage of independent variables affects the dependent variable as a whole.

Table 7. Test of the Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.955 ^a	.912	.907	2.966

a. Predictors: (Constant), Leadership Style, Work motivation Manusia

b. Dependent Variable: Employee Performance

Source: Processed SPSS output, 2023

The magnitude of the coefficient of determination (R Square) is 0.955 or equal to 95.5%, this number implies that the leadership style variable (X1) and work motivation variable (X2) simultaneously (together) affect employee performance (Y) by 95.5%. Then the remaining 4.5% is influenced by other variables outside the regression equation, in other words, the variables are not examined.

3.5.2. Partial Hypothesis Testing (Statistical Test t)

The t test was conducted to test the research hypothesis regarding the effect of each independent variable partially on the dependent variable. According to Ghozali 2018 Testing uses a significance level of 0.05 ($\alpha = 5\%$). With the following criteria:

- If the sig value. ≤ 0.05 then it is said to be significant. It must first be seen the value of the regression coefficient, if the direction is in accordance with the direction of the hypothesis, it can be said that the hypothesis is accepted.
- If the sig value. > 0.05 then it is said to be insignificant. This means that the hypothesis is rejected so that there is no effect of the independent variable on the dependent variable [13].

Table 8 shows the results of the partial T test in the study as follows:

Table 8. Partial T-Test Results

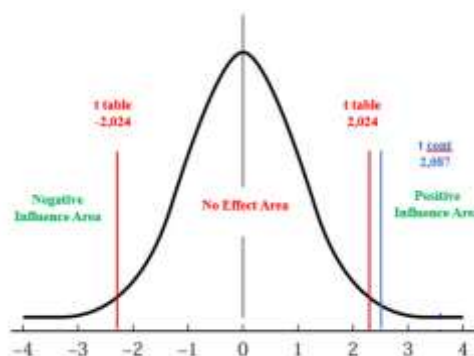
		Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.	Tolerance	VIF
		B		Beta				
1	(Constant)	1.626	1.936		.840	.406		
	Leadership Style	.462	.221	.414	2.087	.044	.601	6.580
	Work motivation	.494	.179	.548	2.763	.009	.601	6.580

a. Dependent Variable: Employee Performance
Source: Processed SPSS output, 2023

3.5.2.1. X1 Partial T Test

From the partial t test results shown in table 8, the sig value of the leadership style variable (X1) is 0.044. Because the sig value of $0.044 < 0.05$ probability and also the t value of the leadership style variable (X1) is 2.087. Because the value of t count $2.087 > t$ table 2.026, it can be concluded that leadership style (X1) has an effect on employee performance (Y).

From these results we can make a hypothesis acceptance curve, which is shown in Figure 2. It can be seen from the above results and the depiction of the leadership style curve that it has a significant positive effect on employee performance.



Source: Processed SPSS output, 2023

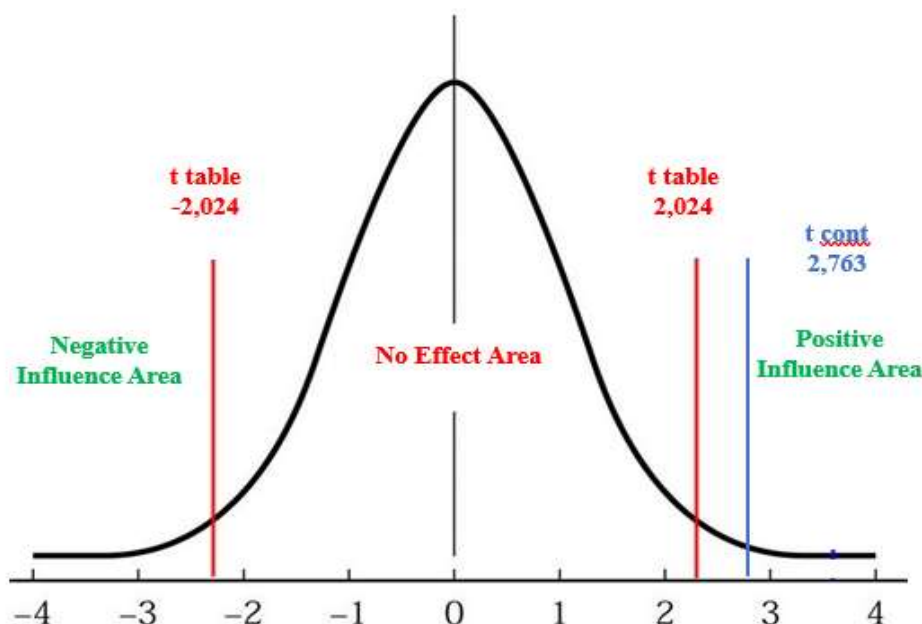
Figure 2. First Hypothesis Acceptance Curve

3.5.2.2. X2 Partial T Test

The results of the partial t test show the sig value of the work motivation variable (X2) of 0.009. Because the value of sig. $0.009 < \text{probability of } 0.05$ and the calculated t value of work motivation variable (X2) is 2.763. Because the t count value is $2.763 > t \text{ table } 2.026$, it can be concluded that H2 is accepted. This means that work motivation (X2) has a significant positive effect on employee performance (Y).

The results of this study are supported by McClelland's theory of motivation put forward by previous research, namely Amrutha & Geetha, which suggests "that everyone has a desire to create, maintain and connect a pleasant and comfortable work environment and feelings to realize satisfaction and performance. This implication theory is a work motivation theory that encourages every employee to create, and maintain harmonious working relationships between fellow employees to increase job satisfaction and improve employee performance. Work motivation is needed to realize employee satisfaction and performance in a company consisting of many employees who work together to achieve company goals. This theory has implications that support that the success of an employee in improving performance and happiness is the result of a cognitive evaluation of the motivation received by employees in carrying out their work. Employees continuously evaluate consciously the form of motivation to encourage employees to improve their performance. In this study, work motivation variables have a positive and significant influence on employee performance." [14].

From these results, a hypothesis acceptance curve can be made which is shown in Figure 3. From the above results and the depiction of the hypothesis acceptance curve, it can be seen that work motivation has a significant positive effect on employee performance.



Source: Processed SPSS output, 2023

Figure 3. Second Hypothesis Acceptance Curve

4. Conclusion

Based on testing the first hypothesis (H1), it can be seen that the leadership style variable has a t count of 2.087 which is greater than the t table value of 2.024 with a significance level of 0.44 which is lower than $\alpha = 0.05$. Thus H1 is accepted, meaning that the leadership style variable has a significant positive effect on employee performance.

The results of this study are supported by the results of research from Simoes & Crespo which suggests "The advantage of a leader is to provide innovation and challenges to his coworkers to improve the quality of work by making performance as an assessment to see the success of leaders and coworkers in work. This theory inspires a company to always know the importance of a leader. With a good leadership style to team members can improve company performance together. Based on this theory, the results of leadership style research have a positive and significant effect on employee performance." [15].

Based on the second hypothesis test (H2), it can be seen that the work motivation variable has a t value of 2.763 which is greater than the t table value of 2.024 with a significance level of 0.09 which is lower than $\alpha = 0.05$. Thus H2 is accepted, meaning that the variable Work Motivation has a significant positive effect on Employee Performance. The results of this test are supported by previous research which says work motivation has an impact on employee performance.

The results of this study are supported by McClelland's theory of motivation put forward by previous research, namely Amrutha & Geetha, which suggests "that everyone has a desire to create, maintain and connect a pleasant and comfortable work environment and feelings to realize satisfaction and performance. This implication theory is a work motivation theory that encourages every employee to create, and maintain harmonious working relationships between fellow employees to increase job satisfaction and improve employee performance. Work motivation is needed to realize employee satisfaction and performance in a company consisting of many employees who work together to achieve company goals. This theory has implications that support that the success of an employee in improving performance and happiness is the result of a cognitive evaluation of the motivation received by employees in carrying out their work. Employees continuously evaluate consciously the form of motivation to encourage employees to improve their performance. In this study, work motivation variables have a positive and significant influence on employee performance."

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