

The Effect of Leadership Style and Motivation on Job Satisfaction and Employee Performance during the Covid-19 Pandemic in the Province Governor's Office South Sulawesi

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Abstract:- This study aims to analyze: 1) To analyze the influence of leadership on job satisfaction during the Covid-19 pandemic at the Governor's Office of South Sulawesi Province. 2) To analyze the effect of motivation on job satisfaction during the Covid-19 pandemic at the Governor's office of South Sulawesi Province. 3) To analyze the influence of leadership on employee performance during the Covid-19 pandemic at the office of the Governor of South Sulawesi Province. 4) To analyze the effect of motivation on employee performance during the Covid-19 pandemic at the Governor's office of South Sulawesi Province. 5) To analyze the effect of job satisfaction on employee performance during the Covid-19 pandemic at the office of the Governor of South Sulawesi Province. 6) To analyze the influence of leadership on employee performance through job satisfaction during the Covid-19 pandemic at the office of the Governor of South Sulawesi Province. 7) To analyze the effect of motivation on employee performance through job satisfaction during the Covid-19 pandemic at the office of the Governor of South Sulawesi Province.

The population in this study is the office of the Governor of South Sulawesi Province, 1,340 people, the research sample is 140 people, the period of 2021. The sampling technique used is purposive sampling. The analytical technique used is Structural Equation Modeling (SEM) with the help of the Moment of Structural Analysis (AMOS) version 21 program.

Keywords:- Leadership Style, Motivation, Job Satisfaction and Performance Employee.

I. INTRODUCTION

• Background

The era of globalization as it is today requires agencies to be more innovative in managing existing human resources, in the process of forming an organization that is in accordance with the objectives, then the organization or agency must be able to process and maintain the human resources contained in the organization. Lately, the term Work From Home (WFH) has become a trending topic along with the outbreak of the corona virus disease 2019 or commonly called COVID-19. Many public and government offices advise their employees to work from home or Work From Home (WFH). Advances in information and

communication technology have made it possible for someone to do many things remotely. The impact of the corona virus outbreak or COVID-19 is not only detrimental to the health side. The virus, which originated in the city of Wuhan, China, has even affected the economies of countries around the world, including Indonesia.

Leadership is currently widely discussed in various scientific meetings. This is done considering that the success of a nation cannot be separated from the role played by a leader towards those he leads. Every leader has a different leadership behavior. Improved employee performance can be obtained from competent human resources who have high satisfaction. One of the organization's efforts in retaining its employees is to pay attention to job satisfaction. Job satisfaction is one of the most important factors to get optimal work results.

Barry (2008: 90) states that advanced organizations always prioritize human resource assets to realize job satisfaction and employee performance. Humans are a resource that has the highest value for every organization, because it can provide enormous benefits if the use of human power is appropriate.

The South Sulawesi Governor's Office as one of the government organizations is increasingly being demanded to optimize its organizational performance so that it is expected to be able to encourage service and development activities as well as more effectively run the wheels of government in the region despite the pandemic. This can be achieved if the employees who are members of the organizational scope of the Governor's office are able to show maximum performance improvement.

The impact of the corona virus or COVID-19 outbreak is not only detrimental to the health side, the assessment of employee performance achievements at the South Sulawesi Provincial Governor's Office has decreased, so it is a consideration to be improved in achieving employee performance realization through improvements in quantity, quality, efficiency, effectiveness and employee loyalty. in carrying out public service tasks that require optimal work professionalism. As is the reality seen in everyday life, that there are employees in carrying out their duties always sorting and choosing jobs that suit their wishes. Meanwhile, the organization demands to provide optimal service (quantity). When executing Employee Performance

Handoko (2000: 135), performance can be defined as the results achieved by a person according to the size applicable to the work concerned. Furthermore, Mahsun (2006:25) suggests that performance is the result of work achieved by an employee through an implementation of work or tasks assigned to him in accordance with a predetermined time, quality, right on target by always following a predetermined method.

II. RESEARCH METHODS

This study uses two approaches, namely a descriptive approach (descriptive research) and an explanatory approach (explanatory research). The types of data in this study are qualitative data and quantitative data. While the source of data used is sourced from primary data and secondary data. The population in this study are all employees in the office of the Governor of South Sulawesi Province, totaling 1,340 people in 2021, which are in 10 Regional Apparatus Organizations (OPD). Analysis Methods The data is processed using statistical analysis of the SPSS version 21.00 program and the AMOS (Analysis of Moment Structures) version 21 program. The analysis to be carried out includes the following stages: Descriptive Statistical Analysis and Inferential Statistical Analysis

III. OPERATIONAL DEFINITION AND MEASUREMENT

A. Variable leadership style

This variable is a latent variable/construct that has four dimensions and is measured by an observed variable (Mulyadi, 2015:150). This indicator is measured by a Likert scale, where the lowest value is given a score of 1, and the highest is given a score of 5, namely a score of 1 = not good, a score of 2 = not good, a score of 3 = quite good, a score of 4 = good, and a score of 5 = very good , as follows:

Autocratic leadership style (X1.1), Democratic leadership style (X1.2), Freedom leadership style (laissez faire) (X1.3)

B. Work motivation variable

The second exogenous variable is motivation (X3). Motivation is an impulse (motive) or behavior change that arises as a result of the desire for an employee's internal needs. indicator variable used by McClelland in Robbins (2011:174). The indicators of each of these variables are measured using a Likert scale, where the lowest value is given a score of 1, and the highest is given a score of 5, namely a score of 1 = not good, a score of 2 = not good, a score of 3 = quite good, a score of 4 = good, and a score of 5 = very good, as follows: Remuneration (X2.1), Working conditions (X2.2), Work facilities (X2.3), Work performance (X2.4), Recognition from superiors (X25 5), The work itself (X2.4).

C. Job Satisfaction (KK)

Job satisfaction is a positive attitude of every employee towards the work they do. The indicator variable used by Hasibuan, (2014). The indicators are: The work itself (Work it self), (Y.1), Supervisor (Supervision), (Y.2), Co-workers (Workers), (Y.3), Promotion (Promotion), (Y.5), and Salary/Wage (Pay), (Y.6).

D. Employee Performance

The endogenous variable is employee performance (Z) and is the dependent variable. Employee performance is the ability of an employee to do a job based on the main tasks and functions. Employee performance variables are latent variables/constructs that have six dimensions and are measured by observed variable indicators, this variable indicator is based on Robbins, 2006:260. as follows: Quality, Quantity, Timeliness, Effectiveness and Independence.

HIP	Variable			Direct Effect	Indirect Effect	Total Effect	p-value	Kete rangan
	Independen	Intervening	Dependen					
H1	Leadership style (X1)	-	Job Satisfaction (Y1)	0.343	0	0.343	0.000	+ Signi ficant
H2	Motivation (X2)	-	Job Satisfaction (Y1)	-0.020	0	-0.020	0.870	- Not Signi ficant
H3	Leadership style (X1)	-	Employee Performance (Y2)	0.214	0	0.214	0.028	+ Signi ficant
H4	Motivation (X2)	-	Employee Performance (Y2)	-0.241	0	-0.241	0.035	-Signi ficant
H5	Job Satisfaction (Y1)	-	Employee Performance (Y2)	0.870	0	0.870	0.000	+Signi ficant
H6	Leadership style (X1)	Job Satisfaction (Y1)	Employee Performance (Y2)	0.214	0.298	0.512	0.002	+ Signi ficant
H7	Motivation (X2)	Job Satisfaction (Y1)	Employee Performance (Y2)	-0.259	-0.018	-0.259	0.870	- Not Signi ficant

Table 1: Research Hypothesis Testing Results

Source: 2022 Data Processing

Based on table 1 above, it can be explained that of the 7 hypotheses contained in the research model, there are 4 hypotheses which show a positive and significant effect and there are 3 which show a negative and insignificant effect. The test results are as follows:

- Leadership has a positive and significant effect on job satisfaction

Testing the first hypothesis (H1) which states that leadership has a positive and significant effect on job satisfaction, based on the results of the study showing that communication has a positive and significant effect on job satisfaction, as evidenced in table 24 with a path coefficient of 0.343 and a significant value (p-value) of 0.000 or less than 0.05. This can be interpreted that if the leadership is good then job satisfaction will be created well. Based on the results of this analysis, the first hypothesis which states that leadership has a positive and significant effect on job satisfaction is accepted.

- Motivation has a positive and significant effect on employee job satisfaction.

Testing the second hypothesis (H2) which states that employee motivation has a positive and significant effect on employee job satisfaction, the results show that employee motivation has a positive and significant effect on employee job satisfaction, as evidenced in table 24 with a path coefficient of -0.020 and a significant value (p-value) of 0.870 or greater than 0.05. This can be interpreted that if the motivation is bad then employee job satisfaction will not be created is rejected.

- Leadership has a positive and significant effect on employee performance

Testing the third hypothesis (H3) which states that leadership has a positive and significant effect on employee performance, the results show that leadership has a positive and significant effect on employee performance, as evidenced in table 24 with a path coefficient of 0.214 and a significant value (p-value) of 0.028 or more. smaller than 0.05. This can be interpreted that if organizational leadership is not created then job satisfaction is not achieved, it is rejected.

- Motivation has a positive and significant effect on employee performance.

Testing the fourth hypothesis (H4) which states that motivation has a positive and significant effect on employee performance, the results show that communication has a positive and significant effect on employee performance, as evidenced in table 24 with a path coefficient of -0.241 and a significant value (p-value) of 0.035. or greater than 0.05. This means that motivation can contribute to employee performance and the hypothesis is rejected.

- Job satisfaction has a positive and significant effect on employee performance.

Testing the fifth hypothesis (H5) Job satisfaction has a positive and significant effect on employee performance, the results show that organizational innovation has a negative and significant effect on employee performance, as evidenced in table 24 with a path coefficient of 0.870 and a significant value (p-value) of 0.000 or less. of 0.05. This means that innovation can contribute to employee performance and hypothesis five is rejected.

- Leadership has a positive and significant effect on employee performance through job satisfaction.

Testing the sixth hypothesis (H6) which states that leadership has a positive and significant effect on employee performance through job satisfaction, the results show that leadership has a positive and significant effect on employee performance through job satisfaction, as evidenced in table 24 with a path coefficient of 0.512 and a significant value (p-value) of 0.002 or less than 0.05. This means that with leadership, employee performance will increase if job satisfaction is created.

- Motivation affects employee performance through job satisfaction

Testing the seventh hypothesis (H7) which states that motivation has a negative effect on employee performance through job satisfaction, the research results are proven in table 24 with a path coefficient of -0.259 and a significant value (p-value) of 0.870 or greater than 0.05. This can be interpreted that with the motivation will increase employee performance if job satisfaction is created.

IV. CONCLUSION

- Leadership style has a positive and significant effect on job satisfaction because some of the leaders in the South Sulawesi Provincial Governor's office have a leadership style in this case the freedom leadership style indicator (laissez faire) which gives satisfaction in terms of the indicators of coworkers (Workers). against fellow coworkers will have an impact on one's work productivity.
- Motivation has a negative and insignificant effect on job satisfaction because employees are related to motivation in this case the conditions or conditions of the work environment are not comfortable so they are not eager to carry out the work they are given to give less satisfaction in terms of research indicators.
- Leadership style has a positive and significant effect on employee performance because the leadership role in the office of the Governor of South Sulawesi Province is carried out as well as possible and full of responsibility. Related to leadership style, in this case the indicator of leadership style freedom (laissez faire) has an influence on employee performance, especially indicators of timeliness, because to achieve a desired organizational goal so as to produce maximum employee performance. Increasing employee performance means the achievement of a leader's work in realizing organizational goals.
- Motivation has a negative and significant effect on employee performance because motivation in this case is an indicator of the condition or state of the employee's work environment which is low so that it has a significant effect on performance, in this case the Punctuality indicator. This will increase employee productivity so that it affects the achievement of company goals.
- Job satisfaction has a positive and significant effect on employee performance because employees are related to Job Satisfaction in this case the indicators of coworkers (Workers) in carrying out the tasks assigned to employees based on the sincerity of doing their job well and there is a sense of comfort until satisfaction is achieved. in this case the indicator of satisfaction with fellow employees or co-

workers so that the quantity of work or employee performance increases.

- Leadership style has a positive and significant effect on employee performance through job satisfaction because at the office of the Governor of South Sulawesi Province related to his leadership style in this case the indicator of freedom (*laissez faire*) is able to move its employees in carrying out activities so as to provide strength to achieve good performance through satisfaction. owned by each employee by carrying out his duties in accordance with the responsibilities assigned to him.
- Motivation affects employee performance through job satisfaction because at the office of the Governor of South Sulawesi Province, some of the employees do work or work below their standards, they do not remember the threat of being demoted and will be demoted, this is of course a lack of motivation. Employees will tend to have a negative attitude towards the organization where they work, resulting in a decrease in employee performance, especially on timeliness indicators.

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