

Effect of Work Environment and Leadership on Employee Performance through Work Motivation during the Covid-19 Pandemic

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ARTICLE INFORMATION

Publication information

Research article

HOW TO CITE

Rahman, P. A., Arifin, Z., Firdausi, I., Safril, Tanujaya, K. C. (2022). Effect of Work Environment and Leadership on Employee Performance through Work Motivation during the Covid-19 Pandemic. *Journal of International Conference Proceedings*, 5(25), 242-256.

DOI:

<https://doi.org/10.32535/ijcp.v5i1.1462>

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Received: 07 April 2022

Accepted: 23 April 2022

Published: 13 May 2022

ABSTRACT

This study aims to analyze (1) the effect of the work environment on employee performance, (2) the effect of leadership on employee performance, (3) the effect of work motivation on employee performance, (4) the effect of the work environment on work motivation, (5) the effect of leadership on employee performance. work motivation, (6) the effect of the work environment on employee performance motivation through work motivation, and (7) the effect of leadership on employee performance through work motivation.

The research population is the employees of Balai Konservasi Sumber Daya alam Kalimantan Selatan. Samples were taken from as many as 91 people who were selected randomly through proportional random sampling. The data were analyzed using PLS-SEM (Partial Least Square-Structural Equation Modeling) analysis through the SmartPLS version 3.0 program. The results of the study show that: (1) the work environment has no effect on employee performance, (2) leadership has an effect on employee performance, (3) work motivation has an effect on employee performance, (4) work environment has an effect on work motivation, (5) leadership has an effect on on work motivation, (6) work environment affects employee performance through work motivation, (7) leadership affects employee performance through work motivation.

Keywords: Work Environment, Leadership, Work Motivation, Employee Performance

INTRODUCTION

The Covid-19 pandemic has caused major changes in various sectors, including the government sector. The State Civil Apparatus (ASN) is required to remain productive so that organizational performance remains optimal. To prevent the spread of the Covid-19 virus in the work environment, the ASN work system was adjusted to Work from Office (WFO) and Work from Home (WFH). Changes in the work system will have a negative impact on performance if employees fail to adapt to new habits, and of course will have an impact on decreasing the performance of government organizations. One of them is Balai Konservasi Sumber Daya Alam Kalimantan Selatan (BKSDA Kalsel). BKSDA Kalsel is a work unit under the Ministry of Environment and Forestry that holds the mandate of conserving living natural resources both inside and outside conservation areas in South Kalimantan Province. The area of the conservation area that is managed reaches ninety-three thousand hectares, which is a challenge in itself so that it requires the support of reliable human resources. BKSDA Kalsel experienced a slowdown in organizational performance in the third quarter of 2021. Budget realization still reached 67.39% which resulted in four output targets not being realized. Employee performance has a significant effect on organizational performance (Salwa et al., 2018), so that the good or bad performance of the organization is determined by the performance of employees. To improve organizational performance, it is necessary to improve individual performance first (Ndegwa & Moronge, 2016).

The pandemic condition indirectly changes the way of working and interactions in the work environment. The increasing number of office cluster cases in various regions in Indonesia causes employee anxiety about health and safety when carrying out WFOs. This situation triggers conflict between employees due to mutual suspicion, thus making the working environment unfavorable. A conducive work environment in the workplace is one of the conditions for creating better change performance (Enny, 2019, pp.57). The work environment is the state around the workplace in the form of physical and non-physical that can give the impression of being reassuring, pleasant, secure, and comfortable working. (Suharsimi et al., 2016, pp. 23), and the more comfortable the work environment, the higher the employee's work motivation (El Eroy, 2018, pp.96). A good and comfortable work environment and followed by strong motivation from employees will improve employee performance (Pramita et al., 2020). Work motivation is proven as an intervening variable that strengthens the influence of the work environment on performance (Moulana et al., 2017).

The pandemic also requires leaders to immediately adapt because interaction and communication during WFO and WFH must be limited. This condition causes employee performance to be less than optimal because the leader has limitations in carrying out his leadership function. Leadership is the backbone of organizational development because without good leadership it will be difficult to achieve organizational goals (Widodo, 2017). Better leadership implementation will optimize employee performance (Widyaningrum, 2020). When a leader who has high leadership and is supported by strong work motivation, it will improve better performance for the company (Saifora, 2019). Therefore, leadership is very important in a situation like now to formulate strategies and policies so that employee performance can be achieved optimally without ignoring the health and safety factors of employees at work.

On the other hand, the rapid changes due to the pandemic have made most employees not ready to adapt. While in the office, anxiety and fear of being exposed to Covid-19 results in not being able to concentrate at work, while when working from home, a relaxed atmosphere with family without supervision plus the obligation for distance learning (PJJ) results in employees losing focus causing work demotivation and towards performance. In conditions like this, the role of the leader is very vital and must be observant in making policies to increase employee motivation. Leaders must know clearly about the basic needs needed by employees because they are related to employee work motivation (Adely, 2017). By understanding what the employees need, the leader can encourage employees to work harder (Hertati, 2019, pp.138). Motivating employees to always be passionate and enthusiastic so that employees perform well is the task of the leader in addition to the duties of the employees themselves (Lian, 2017, pp.37). Leadership has an effect on performance through work motivation (Utari et al., 2018).

Based on the conditions described above, it is suspected that the work environment, leadership and work motivation are factors that affect employee performance so that a more in-depth study is carried out on the influence of these three variables on employee performance during the Covid-19 pandemic.

LITERATURE REVIEW

to quality and quantity based on predetermined work standards. In the government sector, to measure employee performance, it is based on Permen PAN&RB No. 8 of 2021, using

Employee Performance

Performance is the result of work that can be achieved by employees both individually and in groups in accordance with the authority and responsibility to achieve the vision, mission, and goals of the organization by including their competencies according to the time limit given legally, according to morals and ethics (Busro, 2018, pp.89), while the performance of employees according to (Lian, 2017, pp.120, Arifin et al., 2019) is the level of employee performance in achieving the job requirements given and has the meaning of attention to the dimensions of Employee Performance Target (SKP) with indicators of quantity, quality and time; and work behavior with indicators of service orientation, commitment, work initiative and cooperation.

Work environment

According to Wiryono (2013, pp.1), the environment is a combination of all the things around us that affect our lives. The environment cannot be separated from human activities and life, even the environment accompanies human activities wherever they are (Uno et al., 2014, pp.79). The work environment is the state around the workplace in the form of physical and non-physical that can give the impression of being reassuring, pleasant, secure, and comfortable working (Suharsimi et al., 2016, pp.23). The work environment consists of physical including air temperature, work space, cleanliness, work safety and work equipment; and non-physical include workload, relationship with superiors and relationships between employees (Suyatno & Rohwiyati, 2021).

Leadership

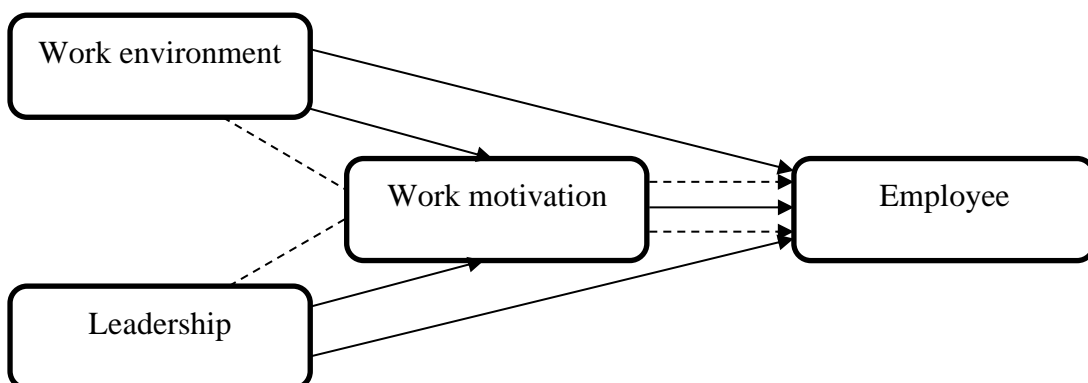
Leadership is a process of influencing other people so that other people voluntarily want to carry out joint activities in order to achieve predetermined goals (Busro, 2018, pp.218). The five leadership functions are decision-making, instructive, consultative, participatory and delegation (Farida & Hartono, 2016, pp.54). Leadership can be divided into three dimensions, including the dimensions of leader behavior with indicators of being a role model, an inspiration, a guide and easy to understand; dimensions of managerial ability with indicators of resource allocator, accuracy in solving problems, participation, placement of appropriate human resources and creating good working conditions; and the dimensions of motivation include accepting subordinates' ideas, providing guidance and evaluation (Lian, 2017, pp.38).

Work motivation

Motivation becomes the driving force from within the individual to carry out certain activities in achieving goals (Busro, 2018: 51). Supartha & Sintaasih (2017:26) define work motivation as psychological pressure within a person that determines the direction of his behavior in the organization, the level of his business, and the level of resilience in the face of obstacles. Work motivation can be divided into three dimensions based on Clayton Alderfer's ERG theory, namely the existence dimension with indicators of meeting basic needs, security and job security; dimension of affiliation with indicators of interaction with the environment, healthy and conducive work climate and organizational policies; and the dimension of growth with indicators of responsibility, self-potential development, challenges, stimulation and variety of work (Lian, 2017, pp. 53).

Based on this, the following research model was developed:

Figure 1. Conceptual Framework



Source: Data processed, 2022

————— : Direct influence
- - - - - : Indirect influence

Hypothesis

According to Enny (2019, pp.57), a conducive work environment in the workplace is one of the requirements to create better change performance. (Wulandari et al., 2021; Daf Ruddin & Heryanto, 2019: Djibu & Duludu, 2020) found that a good work environment will improve performance, so based on that hypothesis 1 was formulated that the work environment affects employee performance.

Better leadership implementation will optimize employee performance (Widyaningrum, 2020). Study (Kusuma et al., 2018; Kurniawan & Hazir, 2019; Paaïs & Pattiruhu, 2020; Christian, 2018) also shows that the better the leadership, the better the employee's performance, so based on that hypothesis 2 is formulated that leadership affects employee performance.

Motivating employees will become morale and improve their performance (Utari et al., 2018). Study (Octaviannand et al., 2017; Rita et al., 2018; Wahyuni et al., 2019; Wulandari et al., 2021) showed similar results, namely the positive influence of work motivation on employee performance, so based on that hypothesis 3 was formulated that work motivation had an effect on employee performance.

According to (Setiani et al., 2017; Suyatno & Rohwiyati, 2021; Widyawati, 2021), a good work environment can increase employee work motivation, so based on that hypothesis 4 is formulated that the work environment affects work motivation.

Every leader must know clearly about the basic needs needed by employees because they relate to employee work motivation (Adely, 2017). Harahap & Khair (2019) found that leadership has an effect on employee performance, so based on that hypothesis 5 is formulated that leadership has an effect on work motivation.

A good work environment affects employee performance and with high motivation, the effect on employee performance will also be higher (Pramita et al., 2020). According to Moulana et al. (2017), work motivation is proven to be an intervening variable that strengthens the influence of the work environment on performance, so based on that hypothesis 6 is formulated that the work environment affects employee performance through work motivation.

Syaifora (2019) revealed when leaders who have high leadership and are supported by strong work motivation will improve better performance for the company. Leadership has an effect on performance through work motivation (Utari et al., 2018), so based on that hypothesis 7 is formulated that leadership affects employee performance through work motivation.

RESEARCH METHOD

This study uses a quantitative approach. Based on the level of explanation, this research is grouped into causal associative research, namely to test and analyze the hypothesis of a causal relationship between the independent variable and the dependent variable through the mediating variable. This study uses a survey method with research instruments through a questionnaire, where the indicators of the research variables are broken down into statement items and converted using a Likert scale.

The population of this study were employees of BKSDA Kalsel which had a total of 118 employees including Structural, Non-Structural, Forest Ecosystem Controllers, Forestry Police, Forestry Extension Officers, State Budget Management Analysis and Non-State Government Employees. The sampling technique used is proportional random sampling by providing equal opportunities for each member of each position in the population to become a research sample that represents their position. The

tolerance limit for the error rate is 5%, using the Slovin formula, the number of samples in this study is 91 people.

Data analysis used the PLS-SEM (Partial Least Square-Structural Equation Modeling) approach through the SmartPLS version 3.0 program. The stages of using PLS-SEM go through five stages and each stage affects the next stage, namely conceptualizing the model, determining the algorithm analysis method, determining the resampling method, drawing path diagrams and evaluating the model through the outer model and inner model. (Ghozali & Hengky, 2015, pp.47).

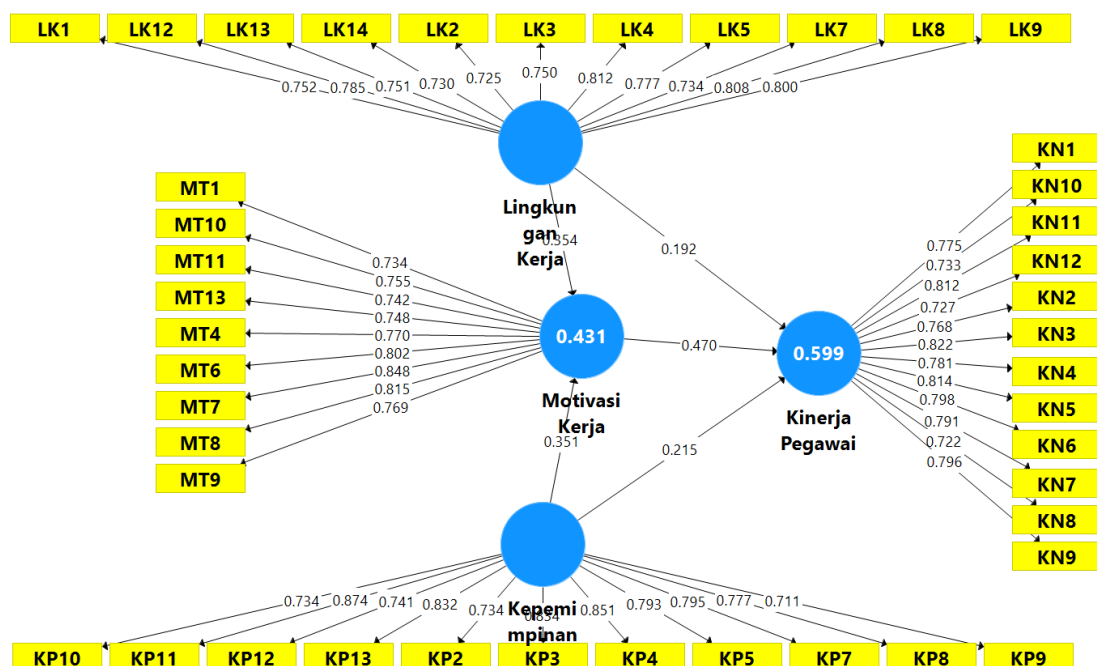
Evaluation of the model through the outer model through convergent validity testing with loading factor criteria (> 0.7) and AVE (> 0.5); and discriminant validity with cross loading criteria (> 0.7) and Fornell-Larcker Criterion where the square root of AVE $>$ correlation between latent constructs, while the reliability test through composite reliability (> 0.7) and Cronbach's alpha (> 0.7) (Ghozali & Hengky, 2015, pp.76).

Next, evaluate the inner model through the value of R-Square, Q^2 (Goodness of Fit Model) and significance. R-Square values of 0.75, 0.50, and 0.25 respectively indicate that the model is strong, moderate, and weak (Ghozali & Hengky, 2015, pp.82). The value of Q^2 predictive relevance of endogenous variables is declared good (fit model) if the value is $>$ from exogenous variables (Setiawan, 2020, pp. 26). Furthermore, the significance value used (two-tailed) t-value 1.96 (significance level = 5%) (Ghozali & Hengky, 2015, pp.85)

RESULTS

Data Analysis Outer Model Evaluation

Figure 2. Algorithm of outer model



Source: Data processed using SmartPLS, 2022

Validity test

The results of the validity test showed that the loading factor value > 0.7 and AVE > 0.5 so that it met the criteria for convergent validity. The results of the discriminant validity test showed a cross loading value > 0.7 and the Fornell-Larcker Criterion with the results of the square root of AVE $>$ the correlation between latent construct. Based on these results, all data in this study can be declared valid. The results of the validity test can be seen as table 1, table 2, table 3, table 4 and table 5.

Table 1. Loading Factor

Work environment		Leadership		Work motivation		Employee Performance	
LK1	0.752	KP10	0.734	MT1	0.734	KN1	0.775
LK12	0.785	KP11	0.874	MT10	0.755	KN10	0.733
LK13	0.751	KP12	0.741	MT11	0.742	KN11	0.812
LK14	0.73	KP13	0.832	MT13	0.748	KN12	0.727
LK2	0.725	KP2	0.734	MT4	0.77	KN2	0.768
LK3	0.75	KP3	0.834	MT6	0.802	KN3	0.822
LK4	0.812	KP4	0.851	MT7	0.848	KN4	0.781
LK5	0.777	KP5	0.793	MT8	0.815	KN5	0.814
LK7	0.734	KP7	0.795	MT9	0.769	KN6	0.798
LK8	0.808	KP8	0.777			KN7	0.791
LK9	0.8	KP9	0.711			KN8	0.722
						KN9	0.796

Source: Data processed using SmartPLS, 2022

Table 2. AVE

	AVE
Work environment	0.588
Leadership	0.625
Work motivation	0.603
Employee Performance	0.607

Source: Data processed using SmartPLS, 2022

Table 3. Cross Loading

	Work environment	Leadership	Work motivation	Employee Performance
LK1	0.752	0.382	0.401	0.410
LK2	0.725	0.489	0.427	0.441
LK3	0.750	0.453	0.439	0.457
LK4	0.812	0.469	0.492	0.532
LK5	0.777	0.512	0.488	0.426
LK7	0.734	0.606	0.465	0.553
LK8	0.808	0.631	0.474	0.518

	Work environment	Leadership	Work motivation	Employee Performance
LK9	0.800	0.664	0.497	0.505
LK12	0.785	0.674	0.520	0.506
LK13	0.751	0.692	0.466	0.522
LK14	0.730	0.591	0.476	0.482
KP2	0.577	0.734	0.380	0.355
KP3	0.612	0.834	0.504	0.512
KP4	0.571	0.851	0.489	0.528
KP5	0.630	0.793	0.311	0.460
KP7	0.724	0.795	0.626	0.633
KP8	0.571	0.777	0.539	0.467
KP9	0.467	0.711	0.337	0.363
KP10	0.448	0.734	0.290	0.395
KP11	0.657	0.874	0.587	0.630
KP12	0.466	0.741	0.422	0.484
KP13	0.604	0.832	0.611	0.605
MT1	0.548	0.513	0.734	0.538
MT4	0.391	0.348	0.770	0.561
MT6	0.451	0.433	0.802	0.512
MT7	0.640	0.564	0.848	0.628
MT8	0.494	0.484	0.815	0.554
MT9	0.434	0.482	0.769	0.443
MT10	0.527	0.518	0.755	0.483
MT11	0.312	0.343	0.742	0.592
MT13	0.429	0.540	0.748	0.677
KN1	0.502	0.472	0.575	0.775
KN2	0.553	0.568	0.558	0.768
KN3	0.593	0.552	0.558	0.822
KN4	0.546	0.571	0.544	0.781
KN5	0.512	0.534	0.591	0.814
KN6	0.443	0.483	0.479	0.798
KN7	0.529	0.659	0.596	0.791
KN8	0.375	0.421	0.557	0.722
KN9	0.569	0.557	0.545	0.796
KN10	0.509	0.466	0.532	0.733
KN11	0.431	0.357	0.617	0.812
KN12	0.353	0.309	0.566	0.727

Source: Data processed using SmartPLS, 2022

Table 4. Fornell Larcker Criterion

	Leadership	Employee Performance	Work environment	Work motivation
Leadership	0.790			

Employee Performance	0.644	0.779		
Work environment	0.737	0.638	0.767	
Work motivation	0.612	0.719	0.612	0.777

Source: Data processed using SmartPLS, 2022

Reliability Test

The results of the reliability test showed that Cronbach's Alpha > 0.7 and Composite Reliability > 0.7, so the data in this study can be declared reliable. The results of the reliability test are as shown in table 5.

Table 5. Reliability Test

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
Work environment	0.930	0.940
Leadership	0.940	0.948
Work motivation	0.918	0.932
Employee Performance	0.941	0.949

Source: Data processed using SmartPLS, 2022

Inner Model R-Square

Table 6. R-Square

	<i>R-Square</i>
Employee Performance	0,599
Work motivation	0,431

Source: Data processed using SmartPLS, 2022

The R-Square value of 0.599 indicates that the inner model of employee performance is a moderate model. This means that the variables of employee performance constructs that can be explained by variables of work environment, leadership and work motivation contribute to the construct of employee performance by 59.9% while the rest by other variables outside the researched, while the inner work motivation model has an R-Square of 0.431 is a weak model, meaning that the work motivation construct is explained by the work environment and leadership variables that contribute to the work motivation construct by 43.1% while the rest is explained by other variables outside of the research.

Goodness of Fit Model

The value of Q^2 is often called predictive sample reuse to validate the endogenous construct model (Goodness of Fit Model). After knowing the value of R-Square, you can calculate the value of Q^2 through Stone-Geisser's formula as follows:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R^2_1)(1 - R^2_2) \\
 &= 1 - (1 - 0,599)(1 - 0,431) \\
 &= 1 - (0,401)(0,569)
 \end{aligned}$$

$$=1-0,228169$$

$$= 0,771831 = 0,77$$

The value of $Q^2 > 0$ indicates the model has predictive relevance, which means that the model can explain the data by 77%

Hypothesis testing

Based on the results of the significance test, only hypothesis 1 has a t-statistic value <1.96 so that hypothesis 1 is rejected, while the other six hypotheses have a t-statistical value > 1.96 , which means it is accepted. The results of hypothesis test can be seen as table 7.

Table 7. Hypothesis Test Results

	Original Sample	Sample Mean	Standard Deviation	T Statistics (O/STDEV)	P Values
LK->KN	0.192	0.189	0.114	1.681	0.093
KP->KN	0.215	0.225	0.100	2.159	0.031
LK->MT	0.354	0.358	0.140	2.522	0.012
KP->MT	0.351	0.364	0.127	2.761	0.006
MT->KN	0.470	0.474	0.079	5.946	0.000
KP>MT>KN	0.165	0.175	0.075	2.205	0.028
LK>MT>KN	0.166	0.166	0.066	2.529	0.012

Source: Data processed using SmartPLS, 2022

DISCUSSION

The effect of the work environment on employee performance

The results of the study prove that there is no influence from the work environment on the performance of employees at BKSDA Kalsel during the Covid-19 pandemic. The work environment which is considered good by most employees does not affect employee performance. This shows that the office work environment is not important to improve employee performance, especially with the WFH work system that makes it easier for employees to work from home when they are afraid and anxious to work from the office. The results of this study support the research findings (Pawirosumarto et al., 2017; Seryawan, 2018; Rahman et al., 2020).

The effect of leadership on employee performance

The results of the study indicate that there is an influence of leadership on employee performance. Instructions and directions that are clear and easy to understand will make it easier for employees even though they are constrained by limited communication and interaction due to the pandemic. The leader's ability to provide resources, both budget and adequate health protocol infrastructure, will support the implementation of tasks, while the leader's openness to accept ideas from subordinates and provide guidance will motivate employees to improve performance. The results of this study are the same as supporting research (Hasibuan & Bahri, 2018; Madalena et al., 2021; Rumbi et al., 2021) which found the same result.

The effect of work motivation on employee performance

The results showed that the influence of work motivation was greatest on the performance of BKSDA Kalsel employees compared to the work environment and leadership. Responsibility for work is the main impetus for BKSDA Kalsel employees to keep working hard. This shows that the Covid-19 pandemic does not necessarily make employees neglect their duties and obligations. This means that even when working from home, the responsibility for work is still maintained even while guiding PJJ children or doing other housework. The results of this study support the results of the study (Hanafi & Yohana, 2017; Bentar et al., 2017; Santoso & Suhermin, 2018; AR Kurniawan et al., 2020).

The effect of the work environment on work motivation

The results of the study prove that there is an influence of the work environment on employee work motivation. These results support research (Setiani et al., 2017; Suyatno & Rohwiyati, 2021; Widyawati, 2021). Work motivation is related to the expectations to be fulfilled in the work environment. Most employees assess physical factors such as circulation and air temperature, work space comfort, environmental cleanliness, work equipment has met expectations so that it can maintain employee motivation while working in the office in addition to non-physical factors such as good relations with superiors and fellow coworkers.

The effect of leadership on work motivation

Based on the research results, the work motivation of South Kalimantan BKSDA employees is influenced by leadership. The results of this study support research (Adely, 2017; Harahap & Khair, 2019). At BKSDA Kalsel, employees really appreciate the policy on implementing the health protocols that have been implemented. One of these policies is the provision of adequate infrastructure to prevent the spread of Covid-19. Policy is the authority of the leader, so formulating policies that meet employee expectations will encourage enthusiasm and motivation at work.

The effect of the work environment on employee performance through work motivation

The results of the study prove that there is an influence of the work environment on employee performance through work motivation. This shows that work motivation is proven to play a role as a mediator from the work environment to employee performance. From the results of the study, the work environment has no effect on employee performance, but with work motivation it will be able to affect employee performance. This indicates that work motivation has proven to be the key to strengthening the relationship between the work environment and employee performance. In line with this research (Suyatno & Rohwiyati, 2021; Moulana et al., 2017) found something similar.

The effect of leadership on employee performance through work motivation

The results of the study prove that there is an influence of leadership on employee performance through work motivation. This is shown by the fact that most employees are happy to be given input by their superiors, one of which is through guidance so that it will stimulate work motivation and optimize performance. Study (Arifa & Muhsin, 2018; Syaifora, 2019; Ginting et al., 2021) found similar results.

CONCLUSION

1. The work environment does not affect employee performance because with the hybrid work system, employees are given the convenience of working from home and only going to the office when needed. Therefore, the office work environment does not directly affect employee performance.
2. Leadership has an effect on employee performance because leadership practices that combine aspects of behavior, managerial ability and motivation can be a trigger for employee performance. Therefore, leadership support can directly affect employee performance.
3. Work motivation affects employee performance because the main impetus for employees to continue to perform optimally is responsibility for work, so the Covid-19 pandemic does not necessarily make employees neglect their duties and obligations.
4. The work environment affects work motivation because work motivation is related to the expectations to be fulfilled. The existing work environment has met employee expectations so that employee motivation can be maintained.
5. Leadership has an effect on work motivation because the managerial ability of the leader has an important role in employee motivation. The ability to make policies that meet employee expectations will encourage enthusiasm and motivation at work.
6. The work environment affects employee performance through work motivation because the application of strict health protocols in the work environment makes employees feel safe thereby creating a conducive work climate, this can trigger work motivation to optimize performance.
7. Leadership affects employee performance through work motivation because leaders can stimulate employee work motivation through the guidance provided so as to stimulate the best performance of employees.

ACKNOWLEDGMENT

This research is endorsed by STIE Indonesia administration especially Magister Program Department and its publication is funded by the institution.

DECLARATION OF CONFLICTING INTERESTS

The Authors declare that there is no conflict of interest.

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