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The Effect of Leadership Style, Communication and Work Motivation on Employee Performance During the Covid-19 Pandemic

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ABSTRACT

This study aimed to determine the effect of leadership style, communication, and motivation on employee performance during the Covid-19 pandemic. The population in this study is PT. XYZ, totaling 45 employees using purposive sampling, obtained a sample of 35 people. The research criteria are employees who work from home. The analytical methods used are the validity and reliability test, classical assumption test consisting of multicollinearity test, multiple regression analysis, and hypothesis testing through t and F tests. The results showed that leadership style, communication, and motivation significantly affected employee performance. While the study's results partially stated that communication had a significant effect on employee performance, the results indicated that leadership and work motivation had no effect on employee performance.

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INTRODUCTION

Current natural conditions have changed the world, especially since the discovery of the Covid-19 virus outbreak, which originated in Wuhan, China. This pandemic has attacked various countries, including Indonesia. Regardless of the various causes of this outbreak, it has significantly impacted all human activities. Moreover, the economic crisis, which has impacted the business world, has resulted in many companies adopting strategies to maintain the company's survival, especially in managing finances. However, problems rather than quality human resources determine a company's survival. A pandemic like this will cause a decline in the quality of human resources, thus companies need to try to recreate quality human resources. This is an essential point for human resource management. The quality of employee performance is likely to influence company growth. According to Mangkunegara (2000), quality performance is obtained from work results achieved by the portion of duties and responsibilities of each worker. In this case, it is undoubtedly driven by ability factors, motivational factors from oneself, and factors from leaders who direct employee performance.

Government regulations that advise companies to implement working from home or work from home (WFH) have influenced company leaders in directing employees. With changing work systems, leaders require employees to adapt to new situations. In this case, it can influence the leadership style where leaders must overcome how to lead the company with new conditions and ways of working. Nasution (1994) suggests that a leader must develop a style of leading his subordinates. Building the quality of a good leadership style certainly involves

other members being able to work together in order to achieve the goals of an organization. According to Hasibuan (2012), leadership style is a way for leaders to influence their subordinates to cooperate and work productively to achieve organizational goals. To work productively, leaders and employees need good and directed communication.

Every individual needs communication and interaction with each other. Despite the current situation, face-to-face meetings are no longer a priority for other individuals, especially since the government imposed physical distance restrictions or physical distance to break the chain of spread of the COVID-19 virus. Communication is carried out remotely using virtual communication methods. This change in communication methods is a challenge for community activities, such as trading, study, and office activities, which were carried out face-to-face and have now shifted to online meetings, likewise with the corporate sector, which holds meetings and remote work patterns. Thus, individuals are again required to be able to master new communication media. Communication is the process of conveying information from one party to another. Directed communication will have a positive effect on other people. According to Speech (1988), effective communication can be said if what is conveyed and communicated is of good quality and it can be understood correctly by those who receive it, leading to the completion of organizational and individual goals in the near and long term. However, if communication is adequate, it will lead to better communication between leaders and employees.

Meanwhile, the leader's role in establishing communication must be able to influence employee motivation. Thus, if

there are problems in communication, it will cause a decrease in motivation for employees. According to Wibowo (2014, P. 323), motivation is encouragement towards a series of human behavioral processes in achieving goals. Meanwhile, the elements contained in motivation include generating, directing, maintaining, showing intensity, being continuous, and having a goal. For example, workers are motivated by their leaders to appreciate performance improvements, no matter how small.

In contrast to current conditions, motivation is essential to face different situations where there must be driving factors to build motivation. Problems caused by leadership style, communication, and employee motivation will arise in its implementation. Therefore, looking at this problem, researchers looked at which variables were more influential in improving employee performance during the pandemic.

Research Hypothesis

H₁: Leadership, Communication, and Motivation have an effect on performance

H₂: Leadership has an effect on employee performance

H₃: Communication has an effect on employee performance

H₄: Motivation has an effect on employee performance.

RESEARCH METHOD

The research method used is a descriptive and verification analysis method with a qualitative and quantitative approach. The data sources used are primary and secondary data about the influence of leadership, communication, and motivation on employee performance. Primary data will be used to cross-check data processed by the author using interviews. Secondary data is presented, among other things, in the form of data or tables of all information from literature related to theories regarding the topic being studied. Secondary data in this research is in the form of questionnaires on PT employees. XYZ The population of this research is all 30 employees who work at PT. XYZ. Sampling was carried out using a withdrawal technique. Sampling saturated the sample used in this research, which was 20 employees of PT. XYZ. The data collection techniques were obtained through literature studies, interviews, and questionnaires.

RESULT AND DISCUSSION

Research result

Table 1. Description of Respondents Based on Gender

| Gender | Total | Percentage (%) |
|--------|-------|----------------|
| Man | 9 | 25,7% |
| Woman | 26 | 74,3% |
| Total | 35 | 100% |

Source: Data Processing Results (2021)

The results of distributing the questionnaire revealed that there were 9

male employees or 25.7%, while there were 26 female employees or 74.3%. This

shows that employees of PT. XYZ has a more dominant portion of female employees

Table 2. Description of Respondents Based on Years of Work

| Years of service | Total | Percentage (%) |
|------------------|-----------|----------------|
| 0-12 months | 4 | 11,4% |
| 12-36 months | 14 | 40,0% |
| >36 months | 17 | 48,6% |
| Total | 35 | 100% |

Source: Data Processing Results (2021)

The results of distributing questionnaires revealed the length of service of PT employees. XYZ for a work period of 0-12 months is 1 person or 5%, a work period of 12-36 months is 9 people or 45%, a work period of >36 months is 10 people or 50%. The results of distributing questionnaires revealed the length of service of PT employees. XYZ for a work period of 0-12 months was 4 people or 11.4%, a work period of 12-36 months was 14 people or 40.0%, a work period of >36 months was 17 people or 48.6%. This shows that employees with a working period of >36 months

Validity and Reliability Test Results

The number of respondents in this study was 20 people, so the r table value was obtained through the r table product moment Pearson with df (degree of freedom) = $n - 2$, so $df = 35 - 2 = 33$ then r table = 0.3338. Data is declared valid if r count \geq r table. To see whether the data is reliable or not, it can be seen from the Cronbach's Alpha value, if the alpha value is ≥ 0.60 then the data is reliable. The following are the results of validity and reliability data processing:

Table 3. Validity and Reliability Test

| Statement | Validity Test | | Reliability Test | |
|-----------|---------------|---------|------------------|------------------|
| | r count | r table | Alpha Score | Cronbach's Alpha |
| Y.1 | 0,571 | 0,3338 | 0,806 | 0,60 |
| Y.2 | 0,477 | 0,3338 | 0,790 | 0,60 |
| Y.3 | 0,344 | 0,3338 | 0,810 | 0,60 |
| Y.4 | 0,629 | 0,3338 | 0,815 | 0,60 |
| X1.1 | 0,546 | 0,3338 | 0,814 | 0,60 |
| X1.2 | 0,690 | 0,3338 | 0,805 | 0,60 |
| X1.3 | 0,630 | 0,3338 | 0,807 | 0,60 |
| X1.4 | 0,344 | 0,3338 | 0,793 | 0,60 |
| X2.1 | 0,394 | 0,3338 | 0,827 | 0,60 |
| X2.2 | 0,488 | 0,3338 | 0,801 | 0,60 |
| X2.3 | 0,592 | 0,3338 | 0,808 | 0,60 |
| X2.4 | 0,647 | 0,3338 | 0,785 | 0,60 |

| | Validity Test | | Reliability Test | |
|------|---------------|--------|------------------|------|
| X3.1 | 0,438 | 0,3338 | 0,811 | 0,60 |
| X3.2 | 0,413 | 0,3338 | 0,806 | 0,60 |
| X3.3 | 0,656 | 0,3338 | 0,815 | 0,60 |
| X3.4 | 0,740 | 0,3338 | 0,811 | 0,60 |

There is a table above showing the questionnaire statement items for leadership style, communication and motivation variables given to respondents which have valid results because $r \text{ count} \geq r \text{ table}$. Meanwhile, the reliability test shows that the variables of leadership style, communication, motivation and employee performance get reliable values because the alpha value is ≥ 0.60 .

Classic Assumption Test Results
Multicollinearity Test

To test the classic assumption of multicollinearity, just look at the output VIF value. If the resulting VIF value is between 1-10 and multicollinearity does not occur. These results are as follows:

Table 4. Multicollinearity Test

Coefficients^a

| Model | Collinearity Statistics | |
|----------------------|-------------------------|-------|
| | Tolerance | VIF |
| Leadership (X1) | .662 | 1.511 |
| 1 Communication (X2) | .667 | 1.499 |
| Motivation (X3) | .868 | 1.152 |

a. Dependent Variable: Employee performance (Y)
Source: Data Processing Results (2021)

From the results of the output table above in section "Collinearity Statistics" shows that value Tolerance for the leadership style variable, it is 0.662, while for the communication variable it is 0.667 and the motivation variable is 0.868 > 0.10. Meanwhile, the VIF value for the

leadership style variable is 1.511, while for the communication variable it is 1.499 and the motivation variable is 1.152 < 10.00. So, it can be concluded that there is no multicollinearity in the regression model.

Table 5. Regression Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|--------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 2.714 | .928 | | 2.926 | .006 |
| Leadership (X1) | -.152 | .150 | -.193 | -1.011 | .320 |
| Communication (X2) | .340 | .151 | .426 | 2.244 | .032 |
| Motivation (X3) | .236 | .133 | .294 | 1.767 | .087 |

a. Dependent Variable: Employee performance (Y)

Source: Data Processing Results (2021)

The Linear Regression Equation is $Y = 32.714 + (-0.152)X_1 + 0.340X_2 + 0.236X_3$.

Interpretation:

- a) The coefficient of the constant obtained is 2.714 with a positive sign, this figure shows that without leadership, communication and motivation it will affect employee performance.
- b) The regression coefficient of leadership style influences employee performance because it produces a negative number of 0.152. In this case, if the leadership style improves, employee performance will increase by 0.152 units.
- c) The regression coefficient of communication has a significant effect on employee performance by producing a positive number of 0.340.

In this case, if communication is maintained well, it will have an effect on employee performance.

- d) The regression coefficient of motivation has a significant effect on employee performance by producing a positive number of 0.236. In this case, if motivation continues to be increased, it will have an effect on employee performance

Hypothesis test

Partial Test (t Test).

This test was carried out to partially determine the relationship between the dependent variable and the independent variable. Using the t test, $\alpha = 5\%$ (0.05) is obtained:

Table 6. T test

| Model | Unstandardized Coefficients | | Standardized Coefficients Beta | t | Sig. |
|-------|-----------------------------|------------|-----------------------------------|-------|------|
| | B | Std. Error | | | |
| 1 | (Constant) | 2.714 | .928 | 2.926 | .006 |
| | Leadership (X1) | -.152 | .150 | -.193 | .320 |
| | Communication (X2) | .340 | .151 | .426 | .032 |
| | Motivation (X3) | .236 | .133 | .294 | .087 |

- a. Dependent Variable: employee performance (Y)
Source: Data Processing Results (2021)

The t test results are as follows:

- a) The significance value (sig) of the Leadership Variable (X1) is 0.320. Because the Sig value. $0.320 >$ probability 0.05 then it can be concluded that H_1 rejected, or in the sense that there is no influence of Leadership (X1) on Employee Performance (Y).
- b) The significance value (sig) of Communication (X2) is 0.03. Because the Sig value. $0.03 <$ probability 0.05 then it can be concluded that H_2 was

accepted or in the sense that there is an influence of Communication (X2) on Employee Performance (Y).

- c) The significance value (sig) of Motivation (X3) is 0.087. Because the Sig value. $0.087 >$ probability 0.05 then it can be concluded that H_3 was rejected, or in the sense that there is no influence of Motivation (X3) on Employee Performance (Y).

Simultaneous Test (F Test)

This test is carried out to determine simultaneously the dependent variable and the independent variable. The F test is carried out by comparing the calculated F value with the Table F value. If F

Calculation \geq F Table, then the effect is said to be significant, and if F Calculation \leq F Table then the effect is not significant. The following are the output results to see the F Count value:

| | | ANOVA ^a | | | | |
|-------|------------|--------------------|----|-------------|-------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 6.002 | 3 | 2.001 | 3.536 | .026 ^b |
| | Residual | 17.541 | 31 | .566 | | |
| | Total | 23.543 | 34 | | | |

a. Dependent Variable: employee performance (Y)

b. Predictors: (Constant), Motivation (X3), Communication (X2), Leadership (X1)

Source: Data Processing Results (2021)

The calculated F value is 3.536. The table F value is obtained from $V_1 = k$, $V_2 = n - k - 1$ so, $V_1 = 3$, $V_2 = 34 - 3 - 1 = 30$. With a probability of $5\% = 0.05$. So, for the calculated $F \geq F$ table, namely $3.536 \geq 2.92$, the independent variable has a significant influence simultaneously on the dependent variable.

DISCUSSION

The effect of Leadership Style, Communication and Work Motivation on Employee Performance during the Covid-19 Pandemic

The results of the hypothesis test show that multiple linear regression analysis with simultaneous testing is known to calculate F equal to $3.536 \geq F$ Table, namely 2.92. So, it can be concluded that the variables Leadership Style (X1), Communication (X2), and Motivation (X3) simultaneously have a positive influence on employee performance variables at PT. XYZ. This research's results align with Keksi and Suprihatmi (2012) and Syarifah and Fauzi, (2020), which states that Leadership,

communication, and motivation significantly affect employees.

The effect of Leadership Style on Employee Performance

The hypothesis test results show that multiple linear regression analysis by testing the leadership style variable has no influence on employee performance. The significance value (sig) of the Leadership Variable (X1) is 0.320. Because of the Sig value. $0.320 > \text{probability } 0.05$, then it can be concluded that H1 was rejected, or in the sense that leadership has no influence on employee performance. Leadership style is the process of influencing other people in an organization so that they can carry out their duties well and achieve their goals. (Wilson 2012). Meanwhile, according to George R. Terry (2008: 152), Leadership is the ability to direct followers to work together with trust and diligently carry out the tasks given by their leaders. The results of this study are in line with

The Effect of Communication on Employee Performance

The results of the hypothesis test show that multiple linear regression analysis with partial testing of the Communication variable effect employee performance. The significance value (sig) of the Communication Variable (X2) is 0.03. Because of the Sig value. $0.03 > \text{probability } 0.05$, then it can be concluded that H_0 is accepted, or in the sense that Leadership effect Employee Performance. In the era of the COVID-19 pandemic, communication significantly affect employee performance because, in different situations, communication is only done remotely, unlike the usual meeting in the office, which significantly effects employee performance. Communication is an integral part of a management process; through effective communication, harmonious cooperation can be developed to achieve goals (Robert Bacal, 2005). Collaboration can be implemented well if there is dialogical communication between managers and subordinates and between all workers who carry out organizational activities (Athoillah, 2010). With a response, assumption, or feedback the communicant gives, the message has arrived so that two-way communication occurs (Athoillah, 2010). The results of this research align with Seksi and Suprihatmi (2012) and Melani Karlina (2016), who state that communication significantly affects employee performance.

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The Effect of Motivation on Employee Performance

The results of the hypothesis test show that multiple linear regression analysis with partial testing of the motivation variable has an effect on employee performance. The significance value (sig) of Motivation (X3) is 0.087. Because the Sig value. $0.087 > \text{probability } 0.05$ then it can be concluded that H_0 rejected, or in the sense that there is no effect of motivation on employee performance. Motivation is a condition that provides encouragement from within a person which is described as desire, willingness and encouragement. Motivation also includes effort, perseverance, and goals. A person's performance that is considered unsatisfactory is often caused by low motivation (Gibson, et al. 1997).

CONCLUSION

Leadership style, communication and motivation have a positive and significant effect on employee performance at PT. XYZ, Leadership style has no effect on employee performance at PT. XYZ. Communication has a positive and significant effect on employee performance at PT XYZ. Motivation has no effect on employee performance at PT. XYZ.

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