



The Role of Leadership and Motivation in Mediating the influence of the Work Environment on the Performance of Banking Employees during the Covid-19 pandemic

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ABSTRACT

This study aims to analyze the role of leadership and motivation in mediating the influence of the work environment on the performance of employees of PT. Bank Mandiri Sorong branch during the covid 19 pandemic. The population in this study were all employees of Bank Mandiri Sorong branch with saturated sampling technique. The method of analysis in this research is Structural Equation Modeling (SEM) based on Variance Based or known as Partial Least Square (PLS-SEM) using Smart PLS v3.3.3 software. Findings. The results showed that the work environment did not directly affect the performance of the employees of Bank Mandiri Sorong Branch. Leadership and motivation can mediate the influence of the work environment on the performance of employees of Bank Mandiri Sorong Branch. The results of this study can be information for the manager of the Sorong branch of Bank Mandiri that to improve the performance of their employees during the covid-19 pandemic, they cannot rely on the work environment alone, but must also be supported by respectful leadership and motivation in the form of health insurance.



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INTRODUCTION

Some things that may affect employee productivity include the work environment, equipment, standard operating procedures, rewards from systems that are categorized as good or bad, feedback on performance, performance expectations, and skills, knowledge, and attitudes (Okasheh & AL-Omari, 2017). The hottest and trending topic this year is the covid-19 Pandemic, where this Pandemic has an impact and frightens the world, including Indonesia. Many studies examine several factors during the covid-19 pandemic such as performance, job satisfaction, leadership, employee safety and organizational productivity (Bartsch et al., 2020; Grigore, 2020; Kamar et al., 2020; Obrenovic et al., 2020; Zhang et al., 2020).

During the covid-19 Pandemic, it was felt in the work environment in the form of government regulations regarding health protocols in the implementation of banking services, in the form of 3M, namely wearing masks, diligently washing hands, and maintaining social distance (Kominfo, 2020).

Several banks in the city of Sorong were affected by the covid-19 pandemic, there were 3 (three) banks whose employees were first affected by covid-19 (Kompas.Com, 2020). Bank Mandiri Sorong Branch, which is one of the three banks where a number of employees have been affected by Covid-19 (Media Indonesia, 2020). Due to the presence of employees affected by Covid-19, the Bank Mandiri Sorong Branch was forced to close the bank's operations for 5 (five) days (Radar Sorong, 2020). According to the author, this of course will disrupt employee performance and also have an impact on organizational performance.

Table 1 Presentation of Employee Performance Assessment

Aspek Yang Di Nilai	Tahun 2018	Tahun 2019	Tahun 2020
Kinerja	45%	50%	45%
Kompetensi	50%	45%	50%
Pembinaan SDM	5%	5%	5%
Total	100%	100%	100%

Source: Primary data of PT. Bank Mandiri Sorong Branch (2021)

In addition, the authors also obtained primary data on banking performance from 2018 to 2020 which showed a decline in banking performance in the form of targets achieved in 2020 which were still below the target of the previous year. As for the employee performance data in Table 1 received from the head of the general area of the Bank Mandiri Sorong Branch, primary data was obtained which showed a decrease in employee performance appraisals in 2020 from the previous year (in 2019), by 5% where in 2019 the employee performance value based on data sources Key Performance Indicator (KPI) Bank Mandiri Sorong Branch by 50% and in 2020 by 45%.

The variable of employee performance as a research variable has been widely carried out by researchers and is associated with various variables. The studies conducted by Gao et al., (2020); Bartsch et al., (2020); Smith et al., (2020); Vieira et al., (2020), obtained about leadership has a positive influence on employee performance. However, research conducted by Panagopoulos & Ogilvie, (2015); Bayu Saputro and Hotlan (2017) and research by Marjaya and Pasaribu (2019) found that leadership has no significant effect on employee performance. Likewise with the research of Wuryani et al. (2021) who found that leadership has not been able to contribute to improving performance.

Various information that has been described previously indicates that during the covid-19 pandemic, the Sorong branch of Bank Mandiri experienced several problems in employee performance, leadership, motivation and work environment. The results of studies on various articles on performance related to leadership, motivation and work environment found inconsistent results. The problems with the Sorong branch of Bank Mandiri and the inconsistency of the research results are interesting to be studied more deeply in a study.

In Hartini's dissertation (2018) Performance is something that is very important in achieving the goals of a company. Performance is a final result or stage of achievement of a person as a whole within a certain period of time in running a business, activity or business he does in various possibilities such as goals or targets, quality of work or standardization, quantity of work results and so on that have previously been determined. negotiate together in an agreement.

Contingency Theory, the theory assumes that leadership does not come from the nature or behavior, but comes from other factors that surround the situation and the process of leadership, as well as the presence of followers or members to be led. This theory considers the situation as a determinant of success in leading (Yukl, 2016; Tahir, 2014; Stephen P. Robbins & Judge, 2017).

Motivation is one of the main issues in behavioral science and is based on the crucial position and important role of human resources in achieving organizational goals (Barzoki et al., 2008 in Chatzopoulou et al., (2015). Highly motivated employees seem to develop attitudes and behaviors positive work-related behaviors such as: they show a higher level of organizational commitment. McClelland's theory of motivational needs is closely related to learning theory, because he believes that needs are learned or acquired by the types of events that people experience in their environment and culture (Sobirin, 2018; Stephen P. Robbins & Judge, 2017).

The work environment can be said as everything that is around an employee or employee that can affect the way the employee or employee carries out their duties (Okasheh & AL-Omari, 2017). In this study, the authors argue that the dimensions of the work environment during the Covid-19 pandemic consist of 2 (two), namely 1). Work atmosphere; 2). Facilities and Employment Relations. And for indicators that are in accordance with the work environment during the Covid-19 Pandemic (W. Zhang et al., 2014; Samson et al., 2015; Hanaysha, 2016; Okasheh & AL-Omari, 2017; Blake et al., 2013; Tsai

et al., 2015; Mi et al., 2019) are: Lighting/Light, Temperature, Noise, Security, Cleanliness, Work Equipment, Interaction, Company Attention, Health Protocols, and Tools to prevent Covid-19.

From the explanation of the existing problem formulations and by reviewing previous research, it is found that there is a relationship that states the influence of leadership variables, motivation variables and work environment variables on performance variables.

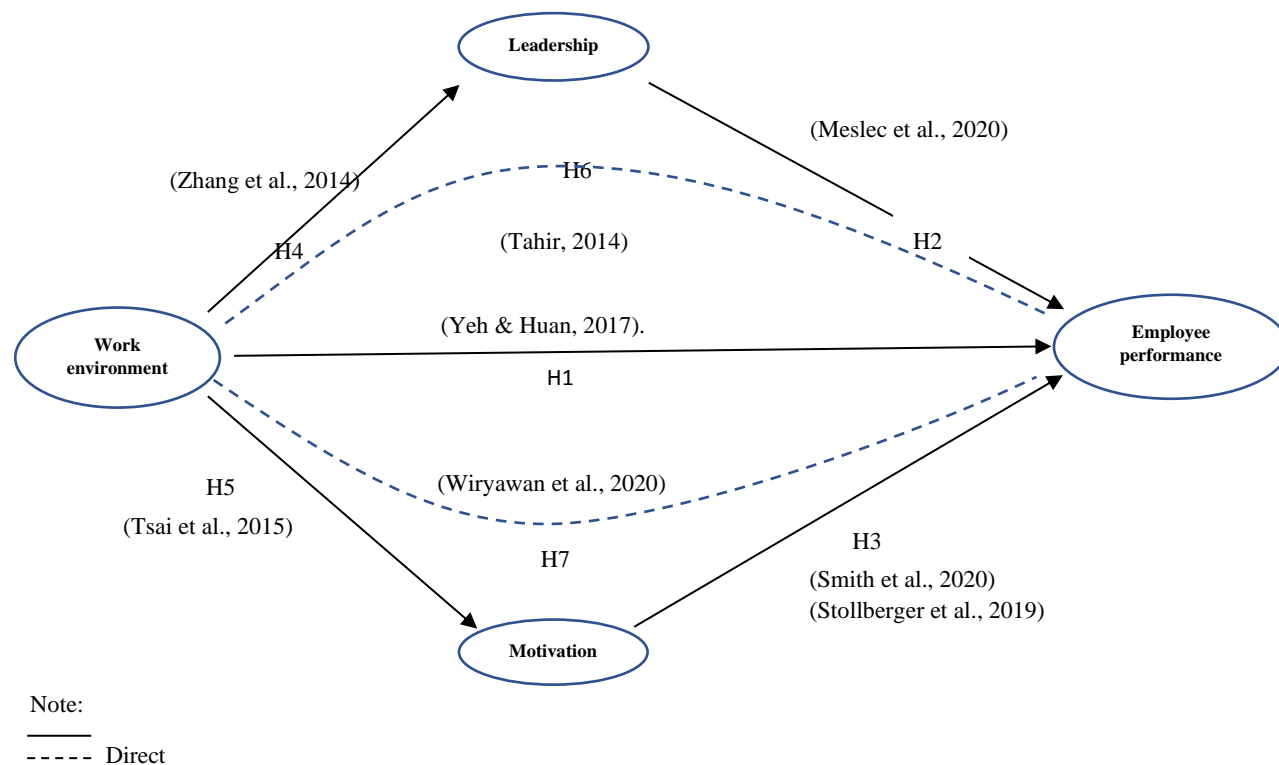


Figure 1 Research Framework

RESEARCH METHODS

This research was conducted by survey method. Data was collected using a questionnaire which was filled out by respondents/employees of Bank Mandiri Sorong branch. The data obtained were analyzed by partial least squares (PLS). The descriptive approach serves to make a systematic and factual picture of the data collected from the field through various data collection methods and then process it in such a way with descriptive statistical methods and then presented in an easy-to-understand form, while the quantitative explanatory method serves to explain patterns. and the direction of the relationship of influence or mutual influence between research variables, both the independent variable Work Environment (X1), Leadership Intervening Variable (M1) and Motivation (M2), as well as the dependent variable Performance (Y1). The population in this study were all employees of Bank Madiri, Sorong Branch, which amounted to 72 people. The sampling technique used in this study is the saturated sample technique. Saturated sample can be interpreted as a census, where the total population is equal to the number of samples (Memon et al., 2020).

The statistical model used in the analytical method in this study is Partial Least Square (PLS-SEM). The reason for using the Partial Least Square Model (PLS-SEM) in this study is so that the results of the study can show the influence of each indicator in the variables, both indicators on independent variables, mediation and dependent variables. And the Partial Least Square (PLS) model can display an image of the research chart or construct of the relationship between each variable, both latent variables and manifest variables. The purpose of using (Partial Least Square) PLS-SEM is to make predictions and develop theories (Joseph F. Hair et al., 2019; Jonathan Sarwono & Umi Nariwati, 2015; Benitez et al., 2020).

RESULTS AND DISCUSSIONS

In analyzing the research results, the author uses the Smart PLS v3.3.3 application with 2 (two) evaluations including evaluation of measurement model, namely to test validity and reliability which is categorized as the outer model analysis stage and evaluation of structural model, namely to test hypotheses which are categorized as phase inner model analysis (Joseph F. Hair et al., 2019; Hair et al., 2014; Joseph F. Hair et al., 2017; Russo & Stol, 2021).

1. Evaluation of measurement model / outer model

In processing data in the Smart PLS v3.3.3 application before obtaining valid and reliable indicators, the PLS ALGORITHM is calculated 5 (five) times. With the first calculation up to the fourth calculation, it was found that indicators were not valid on convergent validity, as well as on Discriminant Validity for Fornell Lacker Criterion or HTMT that were not appropriate, so these indicators had to be discarded (Joseph F. Hair et al., 2017).

Table 2 Construct Reliability and Validity Final

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	Information
KIN (Y1)	0,903	0,909	0,921	0,595	Valid and Realible
LK (X1)	0,937	0,940	0,946	0,639	Valid and Realible
MO (M2)	0,879	0,883	0,912	0,676	Valid and Realible
PI (M1)	0,962	0,962	0,968	0,789	Valid and Realible

Source: Primary data processed with Smart PLS v3.3.3 (2021), KIN=Performance, PI=Leadership, MO=Motivation

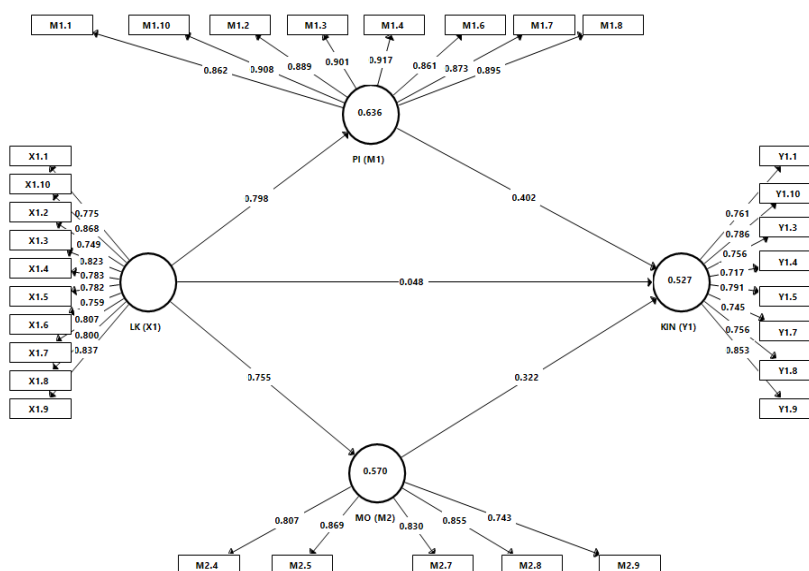


Figure 2 Outer Loading Final

From the table and figure above, Cronbach's Alpha > 0.7 ; Composite Reliability > 0.7 ; Average Variance Extracted (AVE) > 0.5 and Loading Factor > 0.7 (Joseph F. Hair et al., 2017) which indicates the instrument used to measure the variable is valid and reliable.

2. Evaluation of structural model / inner model

The criteria for evaluating the structural model or inner model are by analyzing Coefficient of determination (R^2 or R Square), Effect Size (f^2), Predictive Relevance (Q square or Q^2) and Path coefficient (hypothesis testing).

1) Coefficient of determination (R^2 or R Square)

Table 3 Coefficient of determination (R2 or R Square)

Variables	R Square	R Square Adjusted	Strength	Rule of thumb
KIN (Y1)	0,527	0,506	Moderat	Strong (0.67), Moderate (0.33), Weak (0.19)
MO (M2)	0,570	0,564	Moderat	
PI (M1)	0,636	0,631	Strong	

Source: Primary data processed with Smart PLS v3.3.3 (2021), KIN=Performance, PI=Leadership, MO=Motivation

Can be explained as follows:

- Performance (Y1) is influenced by the work environment (X1), Leadership (M1) and Motivation (M2) by 0.527 or 52.7% and the remaining $100\% - 52.7\% = 47.3\%$ influenced by other factors.
- Leadership (M1) is influenced by the work environment (X1) by 0.636 or 63.6% and the remaining $100\% - 63.6\% = 36.4\%$ influenced by other factors.
- Motivation (M2) is influenced by the work environment (X1) by 0.570 or 57% and the remaining $100\% - 57\% = 43\%$ is influenced by other factors.

2) Effect Size (f^2)

Table 4 Effect Size (f^2)

Variables	Effect Size (f^2)	Strength	Rule of thumb
LK (X1) → KIN (YI)	0,002	No effect	No effect (<0.02)
LK (X1) → PI (M1)	1,748	Large	
LK (X1) → MO (M2)	1,327	Large	Small (0.02), Medium (0.15), Large (0.35)
PI (M1) → KIN (YI)	0,096	Medium	
MO (M2) → KIN (YI)	0,073	Medium	

Source: Primary data processed with Smart PLS v3.3.3 (2021), KIN=Performance, PI=Leadership, MO=Motivation

Can be explained as follows, the magnitude of the influence of the work environment variable on employee performance is 0.002 with no effect category or the work environment has no effect on performance. The magnitude of the influence of the work environment variable on leadership is 1,748 with a large category or work environment having a major influence on leadership. The magnitude of the influence of the work environment variable on leadership is 1.327 with a large category or work environment having a major influence on motivation. The magnitude of the influence of the leadership variable on employee performance is 0.096 with the medium category or leadership having a medium or moderate influence on employee performance. The magnitude of the influence of the motivational variable on employee performance is 0.073 with the medium category or motivation having a medium or moderate influence on employee performance.

3) Predictive Relevance (Q square or Q²)

Predictive Relevance (Q²) value is obtained by:

$$Q \text{ square} = 1 - (1 - R \text{ square}_1)(1 - R \text{ square}_2) \dots (1 - R \text{ square}_n)$$

$$Q \text{ square} = 1 - (1 - 0.636) \times (1 - 0.5700) \times (1 - 0.527)$$

$$Q \text{ square} = 0.926$$

From the value of Q² greater than zero (> 0) indicates the model has predictive relevance whereas if the value is smaller than zero (< 0) then the model does not show predictive relevance (Joseph F. Hair et al., 2019). The limit of predictive relevance value is $0 < Q^2 < 1$. The magnitude of Q² = 0.926 also indicates that the model in the construct is fit (the closer to 1, the more fit the model).

4) Path coefficient (hypothesis testing)

The estimated path coefficient is the estimated value for the path relationship in the structural model obtained by the bootstrapping procedure. In this study, the limit used is a significance level of 5%, one tail test (temporary assumption there is a positive and significant effect) so that the t statistic is expected to be greater than 1.645 (Joseph F. Hair et al., 2019) in order to answer the hypothesis.

Table 5 T-Values, P-Values Direct and Indirect Effect

	Original Sample (O)	T Statistics	P Values	Note
Direct effect				
LK (X1) -> KIN (Y1)	0,048	0,352	0,362	No Sig.
LK (X1) -> MO (M2)	0,755	11,864	0,000	Sig.
LK (X1) -> PI (M1)	0,798	13,228	0,000	Sig.
MO (M2) -> KIN (Y1)	0,322	1,85	0,032	Sig.
PI (M1) -> KIN (Y1)	0,402	2,305	0,011	Sig.
Indirect effect				
LK (X1) -> MO (M2) -> KIN (Y1)	0,243	1,794	0,036	Sig.
LK (X1) -> PI (M1) -> KIN (Y1)	0,321	2,267	0,012	Sig.

Source: Primary data processed with Smart PLS v3.3.3 (2021), KIN=Performance, PI=Leadership, MO=Motivation

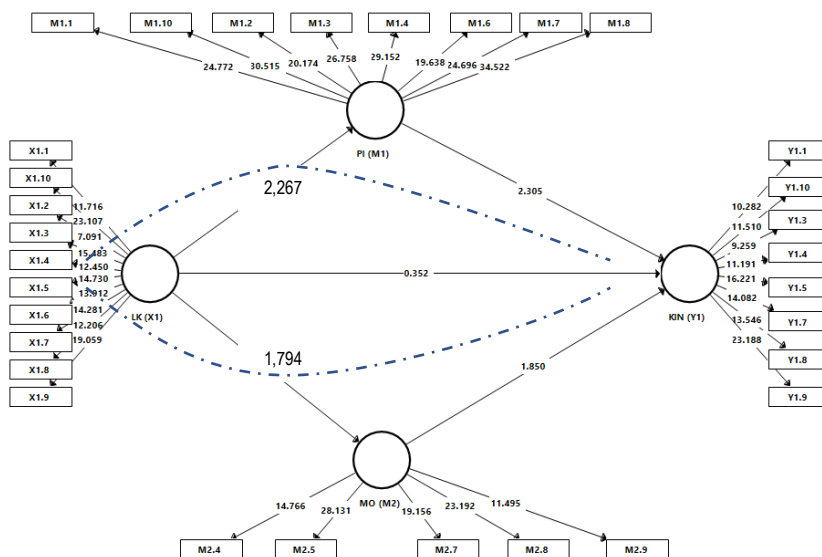


Figure 3 T Statistics / Direct and Indirect Hypothesis Test

- a) The influence of the work environment on employee performance, the results of this study indicate that the work environment that occurs can not improve performance. Which can also be interpreted that the theory of the influence of the work environment on employee performance directly cannot be proven. This research is not in line with the research conducted

- by Bachtiar (2012); Loliyana (2021); Sembiring (2020); Alexandri, Pragiwani, and Panjaitan (2019).
- b) The influence of leadership on employee performance, The results of this study indicate that leadership that occurs can improve employee performance. According to respondents' responses, leadership is expected to start with respectful leadership (outer loading, $ol=0.917$), friendly ($ol=0.908$), innovative ($ol=0.901$), right on target ($ol=0.895$), harmonious, ($ol=0.889$), strategic ($ol = 0.873$), honest ($ol = 0.862$), and finally in the form of systematic leadership ($ol = 0.861$). This research is in line with research conducted by Marwansyah & Oemar, (2015).
 - c) The effect of motivation on employee performance, There is a significant influence between motivation on employee performance, it can be seen from the results of data processing in the table that the T-count value is 1.850 with a significant P-Values value of 0.032 which is smaller than 0.005. According to respondents' responses, the expected motivation is in the form of health insurance ($ol=0.869$), target ($ol=0.855$), self-actualization ($ol= 0.830$), promotion ($ol= 0.807$), and achievement ($ol= 0.743$). This research is in line with research conducted by Marwansyah & Oemar, (2015); Rachmawati, (2017); R. Sari et al., (2012); Alexandri et al., (2019) and Abusharbeh & Nazzal, (2018).
 - d) The influence of the work environment on leadership, the results of this study indicate that a good work environment will improve one's leadership. According to respondents' responses, the work environment that is prioritized and is expected to be a tool to prevent Covid-19 with a statement in the form of "workplace facilities adapted to health protocols, to prevent transmission of the Covid-19 virus" ($ol = 0.868$) will affect leadership attitudes to be more respectful ($ol = 0.868$), 0.917 , and friendly ($ol=0.908$). This study is in line with the research conducted by Zhang et al., (2014).
 - e) The influence of the work environment on motivation, the results of this study indicate that a good work environment will increase the work motivation of an employee. According to respondents' responses, the work environment that is prioritized and is expected to be a tool to prevent Covid-19 with a statement in the form of "workplace facilities adapted to health protocols, to prevent transmission of the Covid-19 virus" ($ol = 0.868$) will affect motivation in the form of health insurance ($ol = 0.869$). This study is in line with research conducted by Wiryawan et al., (2020) and Tsai et al., (2015).
 - f) The influence of the work environment on employee performance through leadership, the results of this study indicate that a work environment mediated by leadership will improve the performance of an employee. The existence of leadership mediation is also interpreted as full mediation, because if you do not use mediation, then the work environment will not affect employee performance. By looking at the outer loading or loading factor in the work environment on employee performance through leadership, there is a common thread that can be drawn, in the form of a respectful leadership role ($ol = 0.917$) in mediating a work environment that implements health care and virus prevention facilities ($ol = 0.868$) will improve employee performance, especially on adaptive performance ($ol=0.853$) and consistent performance ($ol=0.791$).
 - g) The influence of the work environment on employee performance through motivation, the results of this study indicate that the work environment mediated by motivation will improve the performance of an employee. The existence of this motivational mediation is also interpreted as full mediation. According to respondents' responses, the prioritized and expected work environment is a tool to prevent Covid-19 with a statement in the form of "workplace facilities adapted to health protocols, to prevent transmission of the Covid-19 virus" ($ol = 0.868$) accompanied by motivation in the form of health insurance ($ol = 0.869$) will improve employee performance to be more adaptive with the statement "I can adjust to every new decision, both from the company and superiors" ($ol = 0.853$), and employees will be more consistent ($ol = 0.791$). This research is in line with research conducted by Rahim et al., (2017), FP Sari & Aziz, (2019), Audrey Josephine & Dhyah Harjanti SE, (2017), Moulana et al., (2017), Aktarina, (2015).), Prakoso, (2014), Bana, (2013).

CONCLUSIONS

The results of research on employee performance during the covid-19 pandemic from direct work environment factors have no effect, but through more respectful leadership and motivation in the form of health insurance, the work environment will have a positive and significant influence on employee performance, especially in the environment. work that has the facilities and means to prevent the transmission of covid-19, as well as a work environment that implements health protocols.

The results of this study can be used as material for consideration and evaluation of the appropriate banking work environment during the covid-19 pandemic in order to be able to improve employee performance.

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