Relationship between the Pandemic Climate of Covid-19 and Leadership Styles on the Employees Performance of the Secretariat Regional on Kupang City Government

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Abstract

The purpose of study was to analyze and prove the influence of the pandemic climate of Covid-19 and leadership style to employee performance. This research was conducted for three months, namely January-March 2022 at the Regional Secretariat of the Kupang City Government. This research is classified as quantitative research using methods of survey, confirmative, and verification. The research population was 1034 employees, the sampling was determined using the proportional stratified random sampling method with the Slovin technique, so that the research sample used was 288 employees. The types of data consist of primary and secondary data, which were obtained by techniques in questionnaire, observation, documentation, and interview. Data analysis used multiple linear regression using SPPS v 2.1 application. The results showed that the COVID-19 pandemic climate, either partially or simultaneously, had a positive and significant effect on performance, but leadership style had a negative and insignificant effect on employee performance. The coefficient of determination in this research was 83.7%.

Keywords: Pandemic Climate Of Covid-19; Leadership Style; Performance.

INTRODUCTION

The performance of government employees or known as the State Civil Apparatus in Indonesia is still a major problem in improving government services to the community. Based on several survey data and research released by several institutions and research reports, the performance of government employees is still in the poor category. Habaora et al. (2021) stated that only 20% of goverment apparatus in Indonesia performed well or 80% of appartur still showed poor performance according to the release of the Badan Kepegawaian Nasional Republik Indonesia in 2019. his situation is not much different from Komara (2019) which states that Indonesia is one of the worst countries according to the Political and Economic Risk Consultancy (PERC) in the field of bureaucracy in the world with a score of 8.0 of a score range of 10 for the worst.

Meanwhile, Fauza & Wismantoro (2014) and Riwukore et al. (2021) explained that the performance of government employees and bureaucracy in Indonesia is still in the poor category because it is in position to 128 of a total of 129 countries surveyed based on the IFC report: Doing Business Report. This poor employee performance is no different from what was previously reported by Riwu Kore (2010) that the performance of government employees in Indonesia is always in the last (worst) ranking of the total countries surveyed, such as a survey by the Institute of Developmental Management from Switzerland in the World Competitiveness Book placing Indonesia is ranked 59th out of 60 countries surveyed, ranked 60th of 60 countries in terms of economic performance, ranked 59th of 60 countries for business efficiency aspects, and ranked 55th of 60 countries for government efficiency aspects.

The performance of government employees is not optimal based on the description of the data above, it is feared that it will decrease further with the outbreak of Covid-19 as a global pandemic. During the Covid-19 pandemic, government offices are required to implement a work from home (WFH) policy or work from home, shift work, work electronically, and to the extreme, lockdown. The change in the working methods of these employees, in the end, formed a pandemic climate. Changes in work methods during a pandemic climate, if they are able to be adjusted by employees, will have positive implications for performance, and back, if employees are not able to adapt their work to the pandemic climate, it will reduce the performance of employees.

To make employees effective to continue to maintain and improve performance during this pandemic, it is very necessary for the readiness of workers to change in the work system in the current Covid-19 pandemic climate. Holt et al. (2007) *op.cit.* Asbari et al. (2020) states that indicators that can be used to measure the level of employee readiness to change include: (1) employee confidence that the proposed changes will be appropriate for the organization; (2) employees' belief that the organization will benefit from implementing the change; (3) the employee will believe there is a logical reason to change and there is a need for the proposed change; (4) employees focus on the benefits of change for the company; (5) employees' beliefs about their ability to implement the desired changes; (6) employees feel that the leaders and management in the organization are committed to and support the implementation of the proposed changes; and (7) the employee feels that he or she will benefit from implementing the proposed changes.

To prepare employees to be ready to change in the COVID-19 pandemic climate, it is necessary to understand the ways that can be used to foster readiness to change. According to Banjongprasert (2017), things that can be done by organizations to support change readiness are forming employee readiness to change and solving problems of resistance to change. The organizational element that has the highest influence in moving employees is the leader. Every organization has a leader who is tasked with ensuring that the written work tools or norms are carried out by their employees, and a good organizational leader must have a bright future vision, master both theory and practice in his work area. Thus, a leader in the concept of organizational leadership will have his own leadership style.

According to Suwarno & Bramantyo (2019), leadership style is successful if (1) the leadership style is based on conscience, normative values, ethics, freedom, giving trust,

supervision, ready to accept criticism, constructive suggestions, firm and respect creativity, innovation and motivation; (2) the leadership style has an impact on improving performance which includes increasing professional competence, increasing personality competence and increasing social competence. Furthermore, it is explained that the leadership style that does not have an impact on performance is a leadership style that does not have a work plan, is difficult to receive input, does not understand or understand what must be done, there is often a lack of clarity in the work, causing disharmony, a less conducive work climate, lack of discipline, and no motivation, lack of control or supervision.

Based on the description above, it can be seen that there is a mutually influencing relationship between the organizational climate during the Covid-19 pandemic and leadership style on the performance of employees. Several researchers reported that there was an influence of organizational climate during the Covid-19 pandemic on employee performance (Kartikawaty et al., 2021), readiness to change in work adaptation in the Covid-19 pandemic climate towards improving employee performance (Asbari et al., 2020), there was a decrease in employee performance due to changes in the organizational climate during the Covid-19 pandemic (Syafruddin, 2021). Meanwhile, the performance of employees is also determined by the leadership style.

Suwarno & Bramantyo (2019) explained that leadership style is a model or strategy in leading an organization or institution. There are many leadership styles with their advantages and disadvantages, depending on how the leader maximizes the advantages and disadvantages because many factors affect its success, including exemplary, human values from the leaders themselves, enforcement of rules and sanctions (norms) in the organization environment. Kurniawan DP (2018) reports that there is a positive and significant relationship between leadership style and employee performance, and the leadership style that has the highest regression coefficient is the democratic leadership style compared to other types of leadership styles. Kamal & Abdillah (2018) reported that without a leadership style, employee performance is only 12,537 or if the leadership style increases it will give an employee performance value of 7,707. Meanwhile, Suryadi (2017) reports that there is a close and strong relationship between leadership style and performance with a coefficient of determination of 62.2%. In other studies, leadership style has a coefficient of determination of 49.5% or has a strong relationship to employee performance variables (Erri et al., 2021). This, leadership style has a significant influence on employee performance.

The Regional Secretariat of the Kupang City Government in an effort to maintain and also improve employee performance during the Covid-19 pandemic has carried out and implemented several policies including the work from home policy, working shifts, and changing the work environment in accordance with the government's appeal to obey health protocols. This is done to prevent the spread of Covid-19 in Kupang City, but does not leave the service duties as government apparatus. The results of initial observations, it was found that there were some employees who felt uncomfortable with the new work pattern, namely work from home, were not used to the shift work model, and there were also employees who felt they agreed with the system of work during Covid-19 pandemic such as WFH because it can protect yourself and your family, especially people around the work environment. This difference in perspective (perception) can affect the organizational climate during the Covid-19 pandemic. This can reduce the performance of employees at the Regional Secretariat of the Kupang City Government.

The researcher also conducted initial interviews with several employees and department heads at the Regional Secretariat of the Kupang City Government, obtained information that (1) employees' work motivation is low; (2) employee discipline is still low; (3) employee loyalty and commitment weakened, especially during the Covid-19 pandemic; (4) weak organizational attention to employee performance; and (5) the lack of work ethic and creativity of employees to become job beginners. This phenomenon can be a predictor of the main obstacle to improving employee performance. Most of the employees said their performance would increase if there was a leader who was able to match the needs of the organization. A leadership style that fits the needs

of the organization is likely to improve the performance of employees at the Kupang City Government Regional Secretariat.

In addition to the above phenomena, many theories state that the organizational climate during the Covid-19 pandemic and leadership style have a positive and significant impact on employee performance. However, in practice, some researchers state that the organizational climate during the Covid-19 pandemic (Marsusanti et al., 2021; Lowardi & Abdi, 2021) and leadership style (Sari, 2015; Saputri & Andayani, 2018; Rompas et al., 2018; Mardiani & Sepdiana, 2021) does not have a positive and significant effect on employee performance. This is the gap in science between theory and practice.

Based on the description of phenomena and knowledge gaps related to the influence of the Covid-19 pandemic climate and leadership style on employee performance at the Kupang City Government Regional Secretariat, the purpose of this study was to analyze and prove the relationship between the Covid-19 pandemic climate and leadership style on employee performance. The results of this study are expected to be useful for the development of comprehensive knowledge, and as recommendations for decision making in organizations, especially in the Regional Secretariat of the Kupang City Government.

The Effect of the Covid-19 Pandemic Climate on Employee Performance

The existence of the global Covid-19 pandemic has affected every aspect of human life, politically, socially, economically, culturally, and human life traditions. Several government offices that deal with services finally closed, and stopped all government service activities. This of course will affect the pattern of employee performance and organizational climate. This is of course an important part in preventing the spread of Covid-19.

To suppress the spread of Covid-19 but not stop service activities and organizational work, the government imposed several policies including through Large-Scale Social Restrictions, working from home, employee shift work, and lockdown. These policies will of course affect the organizational climate during the Covid-19 pandemic, which of course has direct implications for employee performance.

Kartikawaty et al. (2021) reported that the organizational climate that was formed during the Covid-19 pandemic affected the level of employee productivity through employee performance indicators at PT. Indah Roti Berseri Palembang. Syafruddin (2021) reported that there was a decline in teacher performance from high to moderate during the Covid-19 pandemic which ultimately affected the organizational climate at UPT. Sekolah Dasar Negeri di Kecamatan Sukamaju. Asbari et al. (2020) reports that the Covid-19 pandemic climate affects the organizational climate that has been formed, if it is not followed by employee readiness to change, it has negative implications for employee performance. Therefore, the readiness of employees to change is an important factor as a mediator/intervening of the influence of the Covid-19 pandemic climate on employee performance.

Marsusanti et al. (2021) stated that the Covid-19 pandemic climate affected the performance of employees at Citti Mall Sukabumi either partially or simultaneously. This means that the impact of the formation of an organizational climate during the Covid-19 pandemic will be significant on changes in employee work patterns and employee performance. However, several phenomena and facts also prove that the organizational climate formed during the Covid-19 pandemic has a negative and significant impact on the performance of a company or organization (Lowardi & Abdi, 2021). This is because the organizational climate that was formed during the Covid-19 pandemic really requires the ability of employees to make changes and employee commitment to the organization. Based on the description of the relationship between organizational climate during the Covid-19 pandemic and employee performance, in this study the following hypothesis.

H1 : The COVID-19 pandemic climate has a positive and significant impact on the performance of employees at the Kupang City Government Regional Secretariat.

The Effect of Leadership Style on Employee Performance

Leadership style has an influence on employee performance, because leadership style implies the ability to influence other parties, through direct communication or direct action. This leadership style aims to move these people so that they are fully understanding, aware and willing to follow their own will. Thus, a leader is expected to use these abilities well.

Several research results found that there was a positive and significant influence of leadership style on employee performance. Suryadi (2017) reports that leadership style is effective in improving employee performance at Dinas Penyelamatan Pemadam Kebakaran (PPK) either directly or together with a coefficient of determination of 62.2%. Kamal & Abdillah (2018) reported that there is a very strong and close relationship between leadership style and employee performance at PT. Sandu Siwi Sentosa Jakarta, where if the leadership style variable increases by one unit, it will have implications for increasing employee performance by 0.707 units. Kurniawan DP (2018) reports that leadership style is the highest determining factor that affects employee performance Percetakan Dimas Kota Palembang. Reseacrh by Erri et al. (2021) that leadership style has a determination of 49.5% to affect employee performance at PT. Melzer Global Sejahtera Jakarta.

There are also studies that report that leadership style has no effect on performance. Mardiani & Sepdiana (2021) eported that leadership style did not have a significant effect on employee performance at PT. Asno Horie Indonesia. Other studies report that leadership style has a negative influence on employee performance at Badan Pertanahan Nasional Kabupaten Boyolali, where the leadership style applied does not necessarily have a positive or good impact on the organization, because the higher the implementation of leadership activities, the lower the employee's performance (Fauza & Wismantoro, 2014). The results of this study are the same as those reported by Saputri & Andayani (2018) that there is a negative influence of the leadership style variable on the employee performance variable at Departemen Produksi PT. Cladtek BI-Metal Manufacturing Batam. Sari (2015) reports that leadership style has no effect on employee performance at PT. XYZ, but leadership style makes a very significant contribution in improving employee performance by motivating employees. This is the same as reported by Rompas et al. (2018) that leadership style only has a simultaneous influence on performance, but partially has a negative influence on employee performance at Dinas Perhubungan Kabupaten Minahasa Tenggara.

Based on the description above, it can be synthesized that the success of a leadership style is highly dependent on the character and personality of the leader himself. This is in accordance with what was stated by Suwarno & Bramantyo (2019) that how much influence the leader's character and personality have in improving employee performance really depends on how much the leader can act and behave that can motivate employees to always improve performance. Based on the concept of the relationship between leadership style and employee performance, the following hypothesis.

H2 : Leadership style has a positive and significant influence on employee performance at the Regional Secretariat of the Kupang City Government

The Effect of the Covid-19 Pandemic Climate and Leadership Style on Employee Performance

The organizational climate during the Covid-19 pandemic and leadership style are predicted to have a simultaneous (simultaneous) influence on employee performance. This is in accordance with the instructions of several researchers who reported that the organizational climate during the Covid-19 pandemic jointly affected employee performance (Asbari et al., 2020; Kartikawaty et al., 2021; Marsusanti et al., 2021; Lowardi & Abdi, 2021). Meanwhile, leadership style also has a correlation coefficient value together with other variables on employee performance (Fauza &

Wismantoro, 2014; Sari, 2015; Saputri & Andayani, 2018; Rompas et al., 2018; Mardiani & Sepdiana, 2021). Based on this description, the hypothesis in this study is as follows.

H3 : The Covid-19 pandemic climate and leadership style together have a positive and significant influence on employee performance at the Kupang City Government Regional Secretariat.

Based on the hypotheses that have been described above, a hypothetical framework can be made as shown in Figure 1 below.
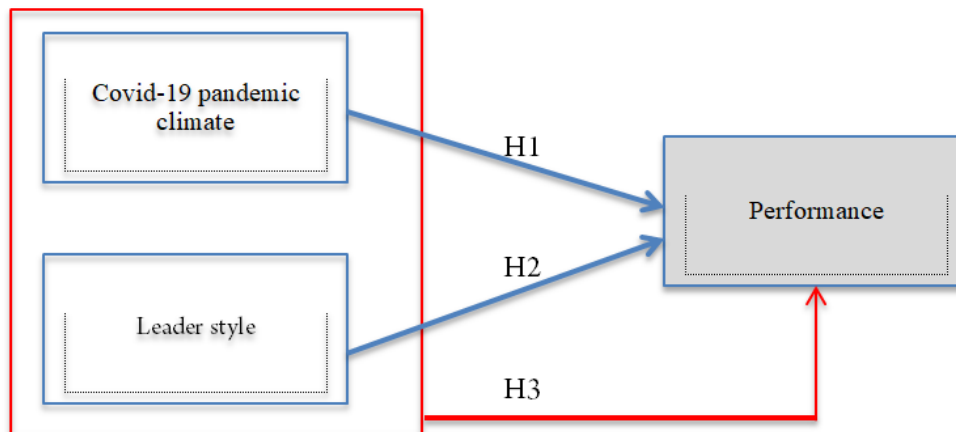

Figure 1. Framework of hyphothesis

RESEARCH METHODS

This research was carried out at the Regional Secretariat of the Kupang City Government for 3 (three) months, starting from January to March 2022. This research is classified as a quantitative research using a method of verification confirmative survey. The research population is all employees who work at the Regional Secretariat of the Kupang City Government as many as 1034 people. Based on the research population, respondents were determined as research samples by proportional stratified random sampling based on the rank/class of employees using the Slovin formula. Based on the respondent determination technique, the sample in this study was 288 respondents consisting of (1) employees with group I (26 respondents), group II (85 respondents), group III (124 respondents), and group IV (53 respondents).

This type of research is quantitative using a Likert scale. Data sources consist of primary data and secondary data. Techniques for obtaining data were done through the distribution of questionnaires, observation, and documentation studies. In addition, interviews were conducted to explore the available data information. Data analysis was performed using multiple linear regression analysis, which consisted of validity test, reliability test, classical assumption test (multicollinearity test, heteroscedasticity test, normality test, linearity test), t test, F test, and coefficient of determination. The results of the analysis are explained in a narrative manner.

Research variables consist of independent variables and dependent variables. Covid-19 pandemic climate (X1) and leadership style (X2) as independent variables and performance (Y) as dependent variables. The formulas in the multiple linear regression analysis of these variables are: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$, where Y (employee performance), α (constant), β_1 (covid-19 pandemic climate regression coefficient), β_2 (regression coefficient leadership style), X1 (covid-19 pandemic climate variable), X2 (leadership style variable), and e (error). The variables in this study have dimensions and indicators, as shown in Table 1.

Table 1. Dimensions and indicators of research variables

No.	Variable	Dimensions	Indicators

1.	pandemic climate of Covid-19 (X1)	Change efficacy (X1.1)	Job change is right for the organization
			Organizations benefit from change
		Appropriateness (X1.2)	Organizational logic needs to change because of need
			Focus on the benefits of organizational change
		Management support (X1.3)	Employees are able to implement changes
			Leaders have a commitment to support existing changes
		Personal benefit (X1.4)	Employees feel there are benefits from the change
			Employees feel that changes protect employees
2.	Leadership style (X2)	Visionary leader (X2.1)	Able to communicate vision
			Able to increase optimism
		Inspirational leader (X2.2)	Able to motivate employees
			Able to give directions
		Leader support (X2.3)	Readiness to provide training and instruction
			Paying personal attention
		Intellectual leader (X2.4)	Able to make problems as opportunities to learn
			Able to convey rational reasons for the ideas presented
		Attention leader (X2.5)	The leader's attention and appreciation for the work of his employees
			Be honest and openly praise the work of subordinates
3.	Performance (Y)	Effectiveness (Y1)	Organizational goals achieved
			Work efficiently
		Responsibility (Y2)	Work according to guidelines and assignments
			Responsible for completing tasks according to standards
		Discipline (Y3)	Adhere to the code of ethics and organizational rules
			Aware and obedient to the directions and orders of superiors
		Initiative (Y4)	Organizations and superiors support innovation and creativity in achieving organizational goals
			Working with visionaries

RESULTS AND DISCUSSION
Validity Test

The validity test is intended to test whether or not the research instrument used is valid, which is measured using the Pearson Product Moment correlation formula in the SPSS application. Sutrisno Hadi (1991) *op.cit.* Riwu Kore (2010:138) explains that the rule of decision-making for the validity test is that if the coefficient value between the questions or statements is equal to or greater than 0.30 (r> 0.30) then the instrument used in the research questionnaire can be said to be valid.

The validity test on the employee performance variable consists of 8 statement items, the Covid-19 pandemic climate variable consists of 8 statement items, and the leadership style variable consists of 10 statement items. Test the validity of the research variables can be seen in Table 2.

Table 2. Validity test results

No. Item	Correlation Coefficient of Each Variable			Information
	Employee Performance	Covid-19 Pandemic Climate	Leadership Style	
1	0,685	0,302	0,316	Valid
2	0,539	0,520	0,331	Valid
3	0,729	0,716	0,627	Valid
4	0,727	0,337	0,352	Valid
5	0,313	0,714	0,428	Valid
6	0,551	0,433	0,444	Valid
7	0,346	0,737	0,530	Valid
8	0,353	0,520	0,586	Valid
9			0,483	Valid
10			0,586	Valid

Source: Analysis results of primary data, 2022

The validity test data in Table 2 shows that all statement items for employee performance variables, the Covid-19 pandemic climate, and leadership style have a correlation coefficient value of ≥ 0.30 so they are declared valid. Thus, the statements contained in the research questionnaire can be used to measure the research variables.

Reliability Test

Reliability testing aims to determine the consistency of the data obtained which is measured using the Spearman Brown formula through the SPSS application. The rule of decision making in the reliability test is if the Cronbach's alpha value is greater than or equal to 0.60 then the research instrument used is reliable (Sekaran, 2000 *op.cit.* Riwu Kore, 2010:139). The results of the reliability test in this study are presented in Table 3.

Table 3. Reliability test results

Variable	Cronbach's Alpha Based on Standardized Items	Item	Information
Employee Performance	0,650	8	Reliability
Covid-19 Pandemic Climate	0,650	8	Reliability
Leadership Style	0,611	10	Reliability

Source: Analysis results of primary data, 2022

The results of the reliability test analysis show that all statement items have a Cronbach's Alpha coefficient value greater than 0.6 as required, so that all statement items are declared reliable and can be used to measure research variables.

Classic Assumption Test

The classical assumption test aims to provide certainty that the regression equation obtained has accuracy in estimation, is unbiased, and is consistent. Classical assumptions in this study using multicollinearity test, heteroscedasticity test, normality test, and linearity test.

a. Multicollinearity Test

The multicollinearity test aims to detect symptoms of correlation between one independent variable and another independent variable. Sugiyono (2017) *op.cit.* J R Riwukore et al. (2021) explained that a good regression model should not have a correlation between the independent variables. Furthermore, it is explained that the multicollinearity test can be done by looking at the VIF (variance inflation factors) value and the tolerance value. Symptoms of multicollinearity occur when the VIF value is > 10 and the tolerance value is < 0.10. The multicollinearity test in this study is presented in Table 4.

Table 4. Multicollinearity test results

Variable	Tolerance	VIF	Information
Covid-19 Pandemic Climate	0,673	1,486	Tidak terjadi multikolinearitas
Leadership Style	0,673	1,486	Tidak terjadi multikolinearitas

Source: Analysis results of primary data, 2022

Based on the data from the multicollinearity test in Table 4, it shows that none of the independent variables (covid-19 pandemic climate and leadership style) has a tolerance value < 0.10 and a VIF value > 10 which means that there is no multicollinearity problem.

b. Heteroscedasticity Test

Heteroscedasticity test is to ensure that the data used in the regression analysis does not occur heteroscedasticity, but what is expected is homoscedasticity. Test the symptoms of heteroscedasticity by looking at the probability plot graph between the predicted value of the dependent variable and the residual value. If the existing points form a certain regular pattern (wavy), then heteroscedasticity occurs. If there is no clear pattern, the points spread above and below zero on the Y axis, then there is no heteroscedasticity. In addition, heteroscedasticity can be known through the Glesjer test, where if the significance probability of each independent variable is > 0.05, it can be concluded that there is no heteroscedasticity in the regression model (Riduwan & Akdon, 2008 *op.cit.* Riwukore, Susanto, Pilkandis, et al., 2021). The heteroscedasticity test in this study used the Glesjer test as presented in Table 5.

Table 5. Heteroscedasticity test

Variable	Significance *Glesjer Test*	Information
Covid-19 Pandemic Climate	0,130	There is no heteroscedasticity
Leadership Style	0,358	There is no heteroscedasticity

Source: Analysis results of primary data, 2022

Based on the heteroscedasticity test data in Table 5 shows the significance value of each variable is greater than 0.05, then the data from the study does not occur heteroscedasticity. That is, the distribution of data is the same or homoscedasticity.

c. Normality test

Normality test aims to test whether in the regression model, the independent variable or the dependent variable, both have normal data distribution or not. According to Sugianto (2012) *op.cit.* Riwukore, Susanto, Pilkandis, et al. (2021) that a good regression model has a data distribution that is normal or close to normal. To test it by looking at the normal probability plot which compares the cumulative distribution of the actual data with the cumulative distribution of the normal distribution. Decision making in the normality test uses the Kolmogorov-Smirnov test, that is, if the significance value for all the variables studied is greater than 0.05 then the data being tested is normally distributed. The results of the normality test in this study are presented in Table 6.

Table 6. Normality test results

Variable	Asymp.Sig. (2-tailed)	Information
Employee Performance	0,266	Data is normally distributed
Covid-19 Pandemic Climate	0,200	Data is normally distributed
Leadership Style	0,200	Data is normally distributed

Source: Analysis results of primary data, 2022

The results of the normality test show that the significance value for all variables is greater than 0.05 which indicates that the tested data is normally distributed.

d. Linearity Test

The linearity test aims to determine whether two variables have a linear relationship or not significantly. Two are said to have a linear relationship if the significance is less than 0.05. Linearity

test is used as a requirement in correlation analysis or linear regression (Sugianto, 2012 *op.cit.*Susanto et al., 2021)*.* The results of the linearity test from this study are presented in Table 7.

Tabel 7. Hasil uji linearitas

Variable	Sig.Linearity	Sig. Deviation from Linearity	Information
Covid-19 Pandemic Climate	0,00	0,469	Linear
Leadership Style	0,00	0,305	Linear

Source: Analysis results of primary data, 2022

Based on the data in Table 7 regarding the results of the linearity test, it can be explained that linear regression is quite good because the value of sig. the linearity of the data is less than 0.05. Thus the data on the Covid-19 pandemic climate variable and leadership style have met the linearity requirements.

Multiple Linear Regression Analysis
The results of the multiple linear regression analysis were carried out on the Covid-19 pandemic climate variable and leadership style as shown in Table 8.

Table 8. Regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.610	.911		1.767	.078
Covid-19 Pandemic Climate	.946	.030	.919	31.487	.000
Leadership Style	-.008	.028	-.008	-.275	.783

Source: Analysis results of primary data, 2022

The results of data analysis in Table 8 can be made a multiple linear regression equation model, namely: Y = 1.610 + 0.919X1 - 0.008X2 + e
Based on the regression equation above, it can be interpreted each regression coefficient, namely:
1. The constant value is 1.610 which explains that if the Covid-19 pandemic climate variable and leadership style have a value equal to zero, the employee performance variable is 1.610.
2. The regression coefficient value for the Covid-19 pandemic climate variable is 0.919 and is positive, which means that if the Covid-19 pandemic climate variable increases by one unit, the employee performance variable will also increase by 0.919 units, and back.
3. The regression coefficient value of the leadership style variable is -0.008 and is negative, which means that if the value of the leadership style variable decreases by one unit, the performance variable will also decrease by -0.008, and back.

Hypothesis test
a. Partial Hypothesis Test (t-test)
The results of the partial hypothesis test (t-test) can be seen in Table 8 which shows the results of the partial hypothesis as follows.
- The Covid-19 pandemic climate variable (X1) shows statistical test results with a t-count value of 31.487 with a significance value of 0.000. The significance value of 0.000 is smaller than the alpha level used by 5% (0.05), then the decision is to accept hypothesis one (H1) and reject the null hypothesis (H0), that partially the Covid-19 pandemic climate variable has a positive and significant influence on employee performance variables. This means that if the organizational climate variable during the Covid-19 pandemic is getting better, the employee's performance

will be better. The results of this study are in accordance with the results of research reported by Asbari et al. (2020), Kartikawaty et al. (2021) and Syafruddin (2021) that the organizational climate formed during the Covid-19 pandemic had a positive and significant influence on improving employee performance.

- The leadership style variable (X2) shows the results of statistical tests with a t-count value of -0.275 with a significance value of 0.783 greater than the alpha level used of 5% (0.05), then the decision is to reject the second hypothesis (H2) and accept null hypothesis (H0), that partially the leadership style variable has a negative and insignificant effect on the employee performance variable. That is, the leadership style needs to be a concern of the organization to avoid a negative direction on employee performance. The results of the study differ from those reported by Suryadi (2017), Kamal & Abdillah (2018), Kurniawan DP (2018) and Erri et al. (2021) that leadership style has a significant influence on employee performance. The results of this study are more in line with the results of research reported by Fauza & Wismantoro (2014), Sari (2015), Saputri & Andayani (2018), Rompas et al. (2018), and Mardiani & Sepdiana (2021) that leadership style has a negative and insignificant effect on employee performance.

b. Simultaneous Hypothesis Testing (F-Test)

The results of the simultaneous hypothesis test analysis (F-test) can be seen in Table 9. The results of statistical tests based on ANOVA calculations show an F-count value of 729,355 with a significance value of 0.000. The significance value of 0.000 is smaller than the alpha level used, which is 5% or 0.05.

Table 9. Simultaneous test results (F-Test)

ANOVAa

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3542.786	2	1771.393	729.355	.000b
	Residual	692.182	285	2.429		
	Total	4234.969	287			

a. Dependent Variable: IKP_Total
b. Predictors: (Constant), GK_Total, IPC_Total
Source: Analysis results of primary data, 2022

Based on this simultaneous test, it shows that the Covid-19 pandemic climate variable and leadership style simultaneously have a positive and significant influence on employee performance, meaning that the rise and fall of employee performance values is determined by the ups and downs of the 2 independent variables in this study, namely the Covid-19 pandemic climate. 19 and leadership style. Thus, the third hypothesis (H3) is proposed that the Covid-19 pandemic climate and leadership style simultaneously have a significant effect on employee performance.

The simultaneous effect of the Covid-19 pandemic climate variable on employee performance as reported by Asbari et al. (2020), Kartikawaty et al. (2021), Marsusanti et al. (2021), and Lowardi & Abdi (2021) that the organizational climate formed during the Covid-19 pandemic affected employee performance. Meanwhile, the simultaneous influence of the leadership style variable also has a simultaneous effect together with other variables on employee performance (Fauza & Wismantoro, 2014; Sari, 2015; Saputri & Andayani, 2018; Rompas et al., 2018; Mardiani & Sepdiana, 2021). For this reason, the increasing influence of organizational climate variables during the Covid-19 pandemic and joint leadership styles are very much needed by the organization to improve the performance of employees.

Coefficient of Determination (R²)

The results of the analysis related to the coefficient of determination (R²) are presented in Table 10. Based on the results of the analysis of the coefficient of determination, it can be seen that

the value of the coefficient of determination (R^2) is 0.837, which means the contribution of the Covid-19 pandemic climate and leadership style to variations in employee performance ups and downs is 83, 7%, and the remaining 16.3% is explained by other variables that are not included in this research model.

Table 10. Coefficient of determination (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915a	.837	.835	1.558

Source: Analysis results of primary data, 2022

The contribution of the Covid-19 pandemic climate variable and leadership style to the ups and downs of employee performance is expected to be the concern of the organization to maintain and improve these two variables in improving employee performance. This is in accordance with what was reported by Saputri & Andayani (2018) and Asbari et al. (2020) both the Covid-19 pandemic climate and leadership style both partially and simultaneously have a positive and significant influence on the performance of employees.

CONCLUSION

Based on statistical tests of the influence of the Covid-19 pandemic climate and leadership style on employee performance, it shows that the Covid-19 pandemic climate variable has a positive and significant effect on employee performance, while the leadership style variable has a negative and insignificant effect on employee performance. However, jointly or simultaneously, the Covid-19 pandemic climate variable and leadership style have a positive and significant influence on employee performance with a coefficient of determination of 83.7%. Recommendations that can be presented through this research include: (1) organizations need to consider the suitability of leadership styles that are organizational needs to prevent conflict, (2) the negative implications of leadership styles even though they do not significantly affect performance need to be of concern to the organization, and (3) organizations need to improve the existing leadership style model in the organization, and (4) there needs to be attention from leaders on other variables such as discipline, commitment, and work motivation to maintain and improve the performance of their employees, including compensation.

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