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The Effect of E-Leadership and Telework Ability towards Employee Performance of PT. Pelabuhan Indonesia (Persero) Regional II Cirebon

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Abstract: This study aims to test and determine whether e-leadership and telework ability put some effects towards employee performance. The research method used is a quantitative method. This study used non-probability sampling with saturated sampling towards 82 respondents. The data analysis technique used in this research is multiple linear regression analysis techniques and to measure research variables, researchers use a Likert Scale. The results of data analysis show that e-leadership consisting of visionary, convener, team sponsor, manager, innovator and mentor has an effect towards the performance of employees of PT Pelabuhan Indonesia (Persero) Regional II Cirebon. Meanwhile, the data shows that telework ability which consists of knowledge, skills and attitudes also has an effect on employee's performance. However, if further tested together the e-leadership and telework ability variables above have positive and significant effects on the performance of employees of PT. Pelabuhan Indonesia (Persero) Regional II Cirebon.

Keyword: E-Leadership, Telework Capabilities, Employee Performance.

INTRODUCTION

Indonesia and even countries in the world must face the Covid-19 pandemic which has infected many people and paralyzed various sectors, especially the economic sector. During the covid-19 pandemic, employee performance is strongly influenced by the factors of work facilities and infrastructure, the ability of employees to operate online applications, and the accuracy of collecting work results in accordance with planning (Setiawan & Fitrianto, 2021). Technological advances have an important role in organizations which are considered very profitable because they can facilitate and accelerate various kinds of company activities, so as to increase company productivity. In line with the development and advancement of technology implemented in the company, employees are required to be able to master various kinds of technology, especially information technology. Information change is a very fast development, new information technology (internet, email, zoom meetings, and mobile

technology devices) can help companies improve their performance (Iriqat & Khalaf, 2017). A leadership style that applies information technology will be able to facilitate or assist the company in achieving its goals.

E-leadership is a leadership style in which in carrying out tasks, giving orders, conveying information or other forms of interaction using information and communication technology as media (Lestanto & Suharnomo, 2019). Leadership style creates a relationship with performance. According to McGrath & MacMillan in Mahdinezhad, et al (2013) an effective leadership style can contribute to improve performance when new challenges arise. Effective leadership also has an important role in producing better organizational performance and growth (Mahdinezhad et al., 2013).

PT Pelabuhan Indonesia II (Persero) or better known as PELINDO Regional II is a State-Owned Enterprise (BUMN) engaged in logistics, especially in port management and development. Cirebon Port is one of the largest ports in West Java managed by PT Pelabuhan Indonesia II. Cirebon Port is an economic gateway for the vast hinterland in West Java Province and parts of Central Java Province which is an alternative port for Tanjung Priok port, especially in serving inter-island trade activities. Cirebon Port is located on the path of highways and railroads throughout the city on the island of Java which is the main advantage of this port in supporting the smooth distribution to and from Cirebon Port. This port is facilitated for loading and unloading, dry bulk, liquid bulk and general cargo and other supporting facilities.

From the results of the interview, the supervisor of PT Pelabuhan Indonesia (Persero) Regional II Cirebon said that the implementation of the work from home policy was felt by PT Pelabuhan Indonesia (Persero) Regional II Cirebon, the management carried out the division of work duties in supporting the program to limit community activities. Employees are not given authority to determine the working day. PT Pelabuhan Indonesia (Persero) Regional II Cirebon already uses a work system using technology and information. As in the attendance process using one application, namely I Move, in addition to connecting to the oracle system in inputting data using a VPN. The application provides convenience, speed, security and paperless for companies and employees. This application is intended for Pelindo organic employees to access several modules in IVO, ESS ERP and P2B.



Picture 1. Move Pelindo Application

With the help of this technology, it can simplify and speed up the process of sharing work data. Thus, leaders must have the ability to operate information technology. In implementing a digital work system, employees interact with all stakeholders through the zoom application and the company's official website (Setiawan & Fitrianto, 2021). Therefore, employees or human resources must have the ability or competence in operating technology and information in carrying out their work. The results of a pre-survey of 35 employees as Respondents at PT Pelabuhan Indonesia (Persero) Regional II Cirebon stated that 88.6% of

employees thought that company leaders were still lacking in integrating various roles and carrying them out by utilizing information and communication technology and found it difficult to operate technology when doing telework. Therefore, leaders or employees must have the ability or competence in terms of adequate teleworking in operating technology and information in carrying out their work. Telework ability is defined as the ability of an employee to work remotely and use digital devices (Tongam et al., 2021). On the company's official website, employees can take attendance, the company website can also show employee work results. Therefore, employees must have more ability or competence in operating information technology when working remotely. This study aims to determine the effectiveness of e-leadership and telework ability on the employee performance results at PT Pelabuhan Indonesia (Persero) Regional II Cirebon during the covid 19 pandemic.

METHOD

This study used quantitative methods with the data collection techniques using questionnaires by involving 82 employees of PT Pelabuhan Indonesia (Persero) Regional II Cirebon. The sampling technique used in this study, namely non probability sampling with saturated sampling sample technique. The data sources used are primary data and secondary data. This study uses E-leadership and Telework Ability measurement instruments on Employee Performance. The data analysis technique used in this study is multiple linear regression analysis techniques and to measure the research variables through statements contained in the questionnaire using a Likert scale with a scale of 1 to 5. (Ghozali, 2013).

RESULTS AND DISCUSSION

The analysis of characteristics in this study found that male employees were more than female employees, namely 69 male respondents (84.1%) and 13 female employees (15.9%). Employees at PT Pelabuhan Indonesia (Persero) Regional II Cirebon who are less than 25 years old are 2 people (2.4%), employees aged between 25 - 30 years are 9 people (11.0%), employees aged more than 30 - 35 years are 20 people (24.4%), employees aged more than 35 years are 13 people (15.9%), and employees aged more than 40 years are 38 people (46.3%). Characteristics of respondents based on the last level of education at PT Pelabuhan Indonesia (Persero) Regional II Cirebon SMA / SMK as many as 28 people, the last level of education D1-D3 as many as 11 people, the last level of education S1 as many as 39 people, and the last level of education S2 as many as 4 people.

Instrument Test Results Validity Test

According to Ghozali (2013) the validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. By using the number of respondents as many as 82, it can be seen the results of the validity test of the questionnaire instrument, obtained the lowest r count coefficient on the e-leadership variable 0.433, the telework ability variable is 0.550, and the employee performance variable is 0.408. The lowest value of the coefficient is above the tolerance limit r table ($df = n - 2: 82 - 2 = 80; \alpha = 0.05$) = 0.217. So it can be concluded that all statement items on all research variables are declared valid and significant.

Reliability Test

Reliability test is a test tool for measuring questionnaires which are indicators of variables (Ghozali, 2013).

Table 1. Reliability Test Measurement Results

Variabel	Cronbach's Alpha
E-Leadership	0,777

Telework Ability	0,727
Employee Performance	0,732

Source: SPSS Data Processing Version 22, 2022

If the Cronbach's Alpha value > 0.60 then the instrument is said to be reliable. All reliability coefficients are above 0.60, so it can be concluded that all questionnaire instruments in each research variable are reliable.

Multiple Linear Regression Analyses

Table 2. Multiple Linear Regression Results Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.760	2.219		3.046	.003
E-Leadership	.383	.097	.462	3.974	.000
Telework Ability	.403	.135	.347	2.988	.004

a. Dependent Variable: Employee Performance

Source: SPSS Data Processing Version 22, 2022

The coefficient value of 6.760 states that the constant is positive, meaning that if there is no increase in the value of the e-leadership variable (X1) and telework ability (X2), then employee performance will remain. The coefficient value of the e-leadership variable (X1) of 0.383 means that the effect of e-leadership is positive, the better the e-leadership, there will be a tendency for an increase in employee performance. The coefficient value of the telework ability variable (X2) of 0.403 means positive that shows the effect of telework ability is also positive, the better the telework ability, the more likely there will be an increase in employee performance.

Test Coefficient of Determination

Tabel 3. The Coefficient of Determination Measurement Results Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.765a	.584	.574	2.370

a. Predictors: (Constant), Telework Ability, E-Leadership

Source: SPSS Data Processing Version 22, 2022

Based on the analysis results in the table above, the R Square value is 0.584 so that the percentage of the effects of e-leadership and telework ability on employee performance is 58.4% while the remaining 41.6% is influenced by other factors not discussed in this study.

The t-test

Table 4. t Test Results (Partial) Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.760	2.219		3.046	.003
E-Leadership	.383	.097	.462	3.974	.000
Telework Ability	.403	.135	.347	2.988	.004

a. Dependent Variable: Employee Performance

Source: SPSS Data Processing Version 22, 2022

1. The Effect of E-Leadership (X1) on Employee Performance (Y)

Based on the table above, it can be seen that t count = 3.974 while the t table value at freedom (dk) = 82 - 2 = 80 and the significance level $\alpha = 5\%$ is 1.66412, so the value of t count = 3.974 > ttable = 1.66412. In addition, seen from the value (sig.t) 0.000 < 0.05, it means significant. So, Ho is rejected and Ha is accepted, which means that the e-leadership variable partially has a positive and significant effect on the employee performance.

2. Effect of Telework Ability (X2) on Employee Performance (Y)

Based on the table above, it can be seen that t count = 2.988 while the t table value at freedom (dk) = 82 - 2 = 80 and the significance level $\alpha = 5\%$ is 1.66412, so the value of t count = 2.988 > t table = 1.66412. In addition, seen from the value (sig.t) 0.004 < 0.05, it means significant. So, Ho is rejected and Ha is accepted, which means that the telework ability variable partially has a positive and significant effect on employee performance.

The F test

Tabel 5. F Test Results (Simultaneous) ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	624.045	2	312.023	55.558	.000b
	Residual	443.674	79	5.616		
	Total	1067.720	81			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Telework Ability, E-Leadership

Source: SPSS Data Processing Version 22, 2022

Based on the table above, it can be seen that the research results obtained an Fcount value of 55.558. F table with a significant level of 0.05 with free degrees (df1) = k and (df2) = n-k-1 then F count is (2;79) = 3.112260. With the research results obtained Fcount value of 55.558 > F table of 3.112260. So it can be concluded that Ho is rejected and Ha is accepted, meaning that the e-leadership (X1) and telework ability (X2) variables together have a positive and significant effect on employee performance (Y).

Discussion

The Effects of E-Leadership on Employee Performance of PT. Pelabuhan Indonesia (Persero) Regional II Cirebon

The results showed that there are positive and significant effects between e-leadership on employee performance, so the first hypothesis (H1) is proven. This shows that e-leadership owned by high company leaders can improve employee performance. The large effects of e-leadership on performance indicates that e-leadership at PT Pelabuhan Indonesia (Persero) Regional II Cirebon has a strong effect on improving employee performance in the company.

In line with research by Rosidi, et al (2022) entitled "The Effect of E-Training, E-Leadership and Work Life Balance on Employee Performance during covid-19" which proves that e-leadership has a positive impact on improving employee performance. This is in accordance with the circumstances and job descriptions at PT Pelabuhan Indonesia (Persero) Regional II Cirebon which are included in the job criteria that require a high level of e-leadership, because most of the work is already integrated with information technology systems. As conveyed by the company supervisor who stated that with the development of information technology so that PT. Pelabuhan Indonesia (Persero) Regional II Cirebon and

other state-owned companies have transformed the work process system using technology to be effective and efficient.

Therefore, according to Yunarsih (2020) in Purba, et al (2021), through information technology, the implementation of managers' duties as company leaders can be carried out more effectively. Interviews were also conducted with several employees who also conveyed that the company leader in carrying out his duties as a leader, to be able to continue to adapt to the current situation by carrying out digital-based leadership. The results of research conducted by Ibrahim (2015) show a significant effect related to e-leadership (virtual leadership) on school performance in Malaysia, it proves that there is a relationship that e-leadership affects employee performance.

Leaders at PT Pelabuhan Indonesia (Persero) Regional II Cirebon are still unable to create new things in the work system using and do not have knowledge of the latest information and communication technology, meaning that if the leader wants to give instructions or give directions to employees only use the WhatsApp application. In addition, leaders have not been able to create new things in utilizing information and communication technology, as found in the innovator dimension where the lack of innovation from company leaders in creating new things by utilizing information and communication technology and company leaders are still lacking in improving work processes through the use of technology.

According to Iriqat & Khalaf (2017), there are several characteristics and principles of leaders said to be e-leadership, namely (1) envision, which is the leader's ability to lead the organization, (2) engage, which makes leaders and members provide opinions related to organizational goals, (3) energize, is the ability to provide motivation, (4) empower, is the capability in making decisions in existing problems, (5) execute, is the action of the leader with the intention of achieving organizational goals, (6) elastic, is the leader's ability to be able to quickly adapt to the environment.

The Effect of Telework Ability on Employee Performance of PT. Pelabuhan Indonesia (Persero) Regional II Cirebon

The results showed that telework ability on employee performance has a positive and significant effect, so the second hypothesis (H2) is proven. This shows that high telework ability can increase employee performance. The effects of telework ability on performance indicates that the telework ability possessed by employees of PT Pelabuhan Indonesia (Persero) Regional II Cirebon has a strong effect on improving employee performance in the company.

Employees of PT Pelabuhan Indonesia (Persero) Regional II Cirebon who still do not have the ability to carry out a high teleworking work system to deal with improvement within the company. As for what must be considered in telework ability, namely having the ability to communicate clearly orally in the teleworking work system, as contained in the skill dimension, where few employees of PT Pelabuhan Indonesia (Persero) Regional II Cirebon feel that they still lack the ability to communicate clearly orally when undergoing a teleworking work system.

In line with the opinion of Amarullah, et al (2020) which states that employee performance will increase with employees having the ability to operate technology and a comfortable work environment. Therefore, teleworking is an important thing, because someone only understands that digital movements in information technology are only for changes from the normal side to computerization (Boell et al., 2013). With the impact of teleworking, it will naturally affect the performance of an employee and organization.

The Effect of E-Leadership and Telework Ability on Employee Performance of PT Pelabuhan Indonesia (Persero) Regional II Cirebon

The results showed that between e-leadership and telework ability on employee performance together have a positive and significant impact, so the third hypothesis (H3) is proven. Therefore if e-leadership and telework ability together are high, it can also improve employee performance. Thus, the joint effect of e-leadership and telework ability on employee performance of PT Pelabuhan Indonesia (Persero) Regional II Cirebon is 58.4%, which means that changes in employee performance of 58.4% can be explained by e-leadership and telework ability together.

The findings from observations of PT Pelabuhan Indonesia (Persero) Regional II Cirebon employees experienced difficulties in operating digital technology during the telework work system (for example online meetings, data sharing, etc.). Employees work using applications available at the company, but not all employees understand the use of these applications, so they only do work via whatsapp and email. According to Fazira & Mirani (2019) performance or work performance is the result that a person achieves according to applicable measures, within a certain period of time, with regard to his work and behavior and actions. Leaders will affect performance because they can lead, guide, direct employees to achieve their work goals (Mahdinezhad et al., 2013).

In research conducted by Woog (2013) in Andini (2021), it is stated that the United States government states that telecommuting is the ability to complete work at a place other than a company or official office, which is carried out regularly more than one day a week. By implementing a telecommuting system that has more flexible working hours, it can increase employee productivity (Ye, 2012). In addition, telecommuting is an opportunity to continue to carry out performance effectively and efficiently. So it can be concluded that the results in this study are that there is a simultaneous effects between e-leadership and telework ability on the performance of employees of PT Pelabuhan Indonesia (Persero) Regional II Cirebon.

CONCLUSION

Based on the results of the research and discussions that have been carried out in this research, the following can be concluded:

1. The results of data analysis show that telework ability has a positive and significant effect on the employee performance of PT Port Indonesia (Persero) Regional II Cirebon. This means that the better the ability of a leader in a company to move or influence employees in achieving company goals by utilizing technology, the better the resulting performance will be.
2. The results of data analysis show that telework ability has a positive and significant effect on the employee performance of PT Port Indonesia (Persero) Regional II Cirebon. This means that the higher telework ability an employee has, the higher the employee's performance will be.
3. The results of data analysis show that telework ability has a positive and significant effect on the employee performance of PT Port Indonesia (Persero) Regional II Cirebon. This means that the better the e-leadership and the higher the telework ability, the better it can be.

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