



## STRATEGIES TO IMPROVE EMPLOYEE PERFORMANCE DURING THE COVID-19 PANDEMIC THROUGH MOTIVATION AND LEADERSHIP STYLE MEDIATED BY JOB SATISFACTION

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**Abstract:** This study aims to analyze strategies to improve employee performance during the pandemic through motivation and leadership style mediated by job satisfaction of PT Hanwa Indonesia employees during the Covid 19 pandemic. The data used is primary data obtained by distributing questionnaires. The population uses 160 employees of PT Hanwa Indonesia. The sample is 114 employees. Data processing using the PLS-SEM model. The results showed that work motivation and leadership style had a significant positive effect on job satisfaction. Work motivation and leadership style have no effect on employee performance. Job satisfaction has a significant positive effect on employee performance. Job satisfaction is not able to mediate the influence of motivation and leadership style on the performance of PT Hanwa Indonesia employees during the Covid 19 pandemic.

**Keywords:** Employee performance, job satisfaction, motivation, leadership style.

### INTRUCTION

The Covid-19 outbreak in Indonesia has not yet experienced a decrease in cases. Every day more positive patients are reported than recovered patients. In the situation of the Covid-19 pandemic, the DKI Jakarta Provincial Government issued a Circular Letter from the DKI Jakarta Provincial Manpower, Transmigration and Energy Agency Number 14/SE/2020 of 2020 regarding the Work from Home (WFH) appeal. Many companies have difficulty supervising employee performance during the pandemic because it is easier for companies to monitor employee performance while working in the office. The company views the work of employees from every process, not just the results. This makes it difficult for companies to see and supervise employee performance and determine company strategies to improve employee performance during the Covid-19 Pandemic.

PT Hanwa Indonesia is one of the companies experiencing the impact of the Covid-19 pandemic, where this company must implement a Work from Home (WFH) work system for employees. The problems that occur in this company can not be separated from work motivation and leadership style in maintaining job satisfaction and employee performance in order to remain loyal during Work from Home (WFH). Aspects of work motivation, leadership style, job satisfaction and performance are well understood by the management, that these four aspects are closely related in determining the achievement of organizational goals.

Employee performance according to Robbins & Judge (2017) is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given. Performance is a function of individual abilities and skills and efforts in certain situations. In the short term, the skills and abilities of employees are relatively stable. Achieving a high level of performance through productivity and efficiency has always been a high priority organizational goal. To do that, a

highly satisfied workforce is an absolute necessity, but when employees are dissatisfied with the nature of the work they do, their commitment level can be reduced intentionally and because employees are the engine room of an organization, Their dissatisfaction with the nature of the work they do can pose a threat to organizational performance. Marangu (2015) in his research shows that performance improvement strategies with non-monetary rewards and recognition can create a good social and work environment, successful planning, work-life balance, good communication between employees and managers can improve performance. The results of research conducted by Mayangsari et al. (2019) which states that the HR department's performance improvement strategy reviewed through each indicator has a poor evaluation or is generally incompetent and shows poor performance.

Motivation questions how to direct the power and potential of subordinates, so that they are willing to work together productively and successfully achieve and realize the goals that have been determined (Hasibuan, 2019). According to Robbins & Judge (2017), motivation is a process that explains the intensity, direction and persistence of an individual to achieve his goals. There are three main keys, namely: intensity, direction and persistence. Intensity describes how hard a person tries. High intensity will not bring the desired results unless the effort is directed towards a goal that benefits the organization. In other words, motivation must have a directional dimension. Efforts to persevere in advancing towards organizational goals is an effort that must be cultivated. Finally, motivation has a persistence dimension. It is a measure of how long a person can sustain his efforts. Motivated individuals will stay on the job to achieve their goals. Noor & Zainordin (2018) in their research shows that motivation has no significant effect on job satisfaction. Research conducted by Lusri & Siagian (2018) and Rozman et al. (2017) stated that work motivation has a positive effect on employee job satisfaction, so it can be ascertained that motivated employees are employees who are satisfied with the work they are doing.

Research on the effect of motivation on employee performance has been done before with different results. The results of research conducted by Rahman et al. (2019) and Sandhu et al. (2016) show that motivation has a positive effect on employee performance. However, it is different from the research conducted by Luhur (2015) which states that work motivation has no effect on employee performance. These results according to Luhur (2015) indicate that no matter how good the motivation of the employees is, their performance is still influenced by the auditee.

Leadership is the way a leader influences the behavior of subordinates, so they are willing to work together and work productively to achieve organizational goals (Hasibuan, 2019). Leadership style is the way a leader influences the behavior of subordinates which aims to encourage work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals (Hasibuan, 2019). Research on the influence of leadership style has been carried out by Palupi & Cahyono (2017) which states that leadership style has a significant positive effect on employee job satisfaction. The results of this study are in line with the results of research conducted by Asghar (2017) which states that transformational leadership style has a positive effect on employee job satisfaction. In contrast to the results of Pratama's research (2015) which states that the autocratic leadership style has a negative effect on job satisfaction, where the autocratic leadership style affects the decrease in the level of employee job satisfaction.

Sebastian (2017) in his research states that a democratic leadership style has a significant positive effect on employee performance. Therefore, democratic leadership style results in more motivated employees which ultimately leads to improved performance. research conducted by Rathore et al. (2017) which states that employee performance is significantly influenced by transactional leadership style. Employees tend to experience increased performance when they expect and receive rewards and witness punishment as a consequence of their actions. Meanwhile, Dolly & Nonyelum (2018) in their research stated that the autocratic leadership style had a significant negative effect on employee performance. Autocratic leaders tend to limit employee performance.

Job satisfaction is a positive feeling about the job, resulting from an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about his job, while someone with a low level has negative feelings (Robbins & Judge 2017). Job satisfaction is an important thing that individuals have in their work. Each individual worker has different characteristics, so the level of job satisfaction also varies from high to low which can have unequal impacts.

Ezeanyim et al. (2019) in his research shows that job satisfaction has no effect on employee performance. While the results of research conducted by Oravee et al. (2018) stated that job satisfaction has a significant positive effect on performance. Job satisfaction motivates workers to work optimally.

## THEORETICAL FRAMEWORK AND HYPOTHESIS

Motivation in management is only aimed at human resources in general and subordinates in particular. Motivation questions how to direct the power and potential of subordinates, so that they are willing to work together productively to achieve and realize the goals that have been determined. According to Maslow in Robbins & Judge (2017) that people in power fulfill more basic (physiological) needs before directing behavior to meet higher needs (self-realization) lower needs must be met first before higher needs such as self-realization begin restore a person's behavior. An important point in Maslow's thinking is that satisfied needs motivate. If a person decides that he receives enough money for his work from the organization he works for, then money has no more power of intensity. So when a need reaches its peak, it will cease to be the main motivation for behavior. Then the second need dominates, but even though the need has been satisfied, it still affects behavior only to a lesser extent. Robbins & Judge (2017) defines motivation as a process that describes a person's individual intensity, direction, and persistence in an effort to achieve goals. Therefore, motivation is an important internal drive that forces individuals to achieve their life goals to move forward

While work motivation can be interpreted as a desire or need that is the reason someone works. Motivation is a complex problem in organizations because of the needs and desires of every member of the organization to develop on the basis of the learning process as a result of experience. Leaders of an organization or company must know what motivates employees in achieving organizational goals. Mangkunegara (2017) states that the motive is an encouragement of needs in employees that need to be fulfilled so that the employee can adapt to his environment, while motivation is a condition that moves employees to be able to achieve the goals of their motives. Motivation can also be said as energy to generate drive in oneself (drive arousal).

An organization or a company basically expects employees who are willing to work hard and are willing to achieve optimal work results. Therefore, work motivation is very important and needed to achieve high work productivity, so that the company's goals can be achieved. With work motivation, employees are encouraged to be able to work with high productivity.

According to Hasibuan (2019), it is a desire stimulant and a driving force for one's willingness to work. Each motive has a specific goal to be achieved. Work motivation is the motivation that occurs in the situation and work environment contained in an organization or institution. Basically, humans always want things that are okay, so that the driving force or driving force that motivates their work enthusiasm depends on the expectations that will be obtained in the future. If that hope can come true then someone will tend to increase their morale. But it's better if that hope is not achieved as a result someone tends to be lazy.

According to Maslow in Robbins & Judge (2017) motivation indicators are as follows: 1) Physiological (hunger, thirst, shelter, sex, and other physical needs); 2) A sense of security (security and protection from physical and emotional harm); 3) Social (affection, belonging, acceptance, and friendship); 4) Appreciation (internal factors such as self-esteem, independence, and achievement, as well as external factors such as status, recognition, and attention); 5) Actualization is the drive that can shape a person to become what he is, including growth, achieving our potential, and self-fulfillment.

Leadership is the ability to invite others to achieve predetermined goals with enthusiasm (Davis, 1977 in Hasibuan 2019). Meanwhile, according to Scott (1962) in Mangkunegara (2017), leadership is the process of influencing the activities organized in groups in their efforts to achieve the goals set. The leadership set by a manager in the organization can create a harmonious integration and encourage employee enthusiasm to achieve maximum goals. His leadership philosophy is that the leader is for the subordinates and belongs to the subordinates. The implementation of leadership tends to foster trust, participation, loyalty and internal motivation of subordinates in a persuasive way. This will all be obtained because of his skills, abilities, and behavior. The head is a leader who in carrying out his leadership is only on the power he has. His leadership philosophy is that subordinates are for the leader. Leaders consider themselves the most powerful, most capable, while subordinates are considered only implementers of decisions. Implementation of leadership by giving instructions / orders, threats of punishment, and strict supervision. Leadership is a determining factor in a company. The success or failure of the company in achieving a goal is influenced by the way a leader is. The figure of a leader in a company can be effective if the leader is able to manage the company and influence the behavior of subordinates to want to work together in achieving company goals. Leadership is determined by the leadership style possessed by the leader himself, if the leadership style provided is good and can provide

direction to subordinates well, employee performance will increase according to the leadership style provided. Leadership plays a very important role in organizational management. Leadership is needed by humans because of certain limitations in humans. This is where the need to lead and be led comes from. Leadership is defined in terms of individual characteristics, habits, ways of influencing others, interactions, position in the organization and perceptions of legitimate influence. Leadership is the way a leader influences the behavior of subordinates, so they are willing to work together and work productively to achieve organizational goals (Hasibuan, 2019). In other words, management's ability to carry out (joint efforts) depends on leadership ability. A leader has values, principles, morals that he has as himself, not imitation or imitating others. They will demonstrate values, principles, morals and ethics into their leadership behavior.

Leaders are influences for those they lead. A leader is required to fully understand the potential of the organization under him to be able to understand the problem from all aspects. In addition, leaders are also required to have the ability to communicate problems well and wrap it up so as not to become a concern for the subordinates they lead. However, in practice, the leader is still not optimal in managing his subordinates and in overcoming the problems that exist below. This is where the maturity of thinking, communication skills, and creating a supportive work atmosphere from a leader is needed. The indicators used refer to the path-goal theory according to House (1996) in Hasibuan (2019), namely: 1) the directive type, 2) the sportsman type, 3) the participatory type, and the achievement-oriented type.

Employee job satisfaction must be created as well as possible so that employee morale, dedication, love and discipline increase. Job satisfaction is employee satisfaction with their work between what employees expect from their office work. The definition of job satisfaction according to Blum (1956) in Mangkunegara (2017) is a general attitude which is the result of several special attitudes towards the factors of self-adjustment work and individual social relationships outside of work. Meanwhile, according to Tiffin (1958) in Robbins & Judge (2017), job satisfaction is closely related to the attitude of employees towards their own work, work situations, cooperation between leaders and employees.

The definition of job satisfaction developed by Luthans (2013) job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important. In general in the field of organizational behavior, job satisfaction is the most important and frequently studied attitude. According to Robbins & Judge (2017) Job satisfaction is a positive feeling about work, resulting from an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about his job, while someone with a low level has negative feelings. Job satisfaction is an important thing that individuals have at work. Each individual worker has different characteristics, then the level of job satisfaction is also different, the level of job satisfaction can have an unequal impact. Job satisfaction according to Hasibuan (2019) is an emotional attitude that is pleasant and loves his job. This attitude reflects by work morale, discipline, work. Job satisfaction is enjoyed by work, outside work, and a combination of inside and outside work. Job satisfaction at work is job satisfaction enjoyed in work by getting praise for work, placement, treatment, equipment, and a good work environment. Employees who prefer to enjoy job satisfaction at work will prioritize their work over remuneration even though remuneration is important (Hasibuan, 2019). The indicator used to determine the level of job satisfaction felt by employees. Job satisfaction indicators according to Robbins & Judge (2017) are as follows: 1) the work itself (work it self); 2) salary/wages; 3) promotion; 4) supervision; and 5) co-workers.

Performance is one of the total collections of work that exists in workers (Griffin, 1987 in Luthans, 2013). According to Whitmore (1997) in Hasibuan (2019), performance is the implementation of the functions required of a person, performance is an act, an achievement, a general exhibition of skills. Meanwhile, according to Cushway (2002) in Robbins & Judge (2017) performance is assessing how someone has worked compared to a predetermined target. According to Mangkunegara (2017) the term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by someone). The definition of performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employee performance is influenced by many variables. It is defined as a way to do positive or negative. Performance is the art of getting the job done but this research will help to define it again within the defined limits of job satisfaction. Employee performance is influenced by the goal to remain competitive in a dynamic environment and employee orientation, leader-member quality to improve the overall innovation of organizational exchange and performance results and job satisfaction. Robbins & Judge (2017) employee performance is the result of work both in quality and quantity achieved by a person in



carrying out tasks according to the responsibilities given. Performance is defined as a function of an individual's abilities and skills and efforts in a given situation. In the short term, the skills and abilities of employees are relatively stable.

Performance is a construct, where many experts still have different points of view in defining performance. As stated by Robbins & Judge (2017), suggests that performance is a function of the interaction between ability and ability (A) Motivation (M) and opportunity (O), namely  $\text{performance} = f(A \times M \times O)$ . This means that performance is a function of ability, motivation and opportunity. Performance as the results of the work function / activities of a person or group in an organizational activity that is influenced by various factors to achieve organizational goals within a certain period. The function of the activity or work referred to here is the implementation of the work or activities of a person or group that is the authority and responsibility of an organization. The implementation of the work / work achievements is directed to achieve organizational goals within a certain period of time. According to Rahman et al. (2019) in evaluating the performance of employees, the company must be able to create a barrier, the barrier in question is a company that can evaluate long-term work that remains static for a significant period of time carried out and carried out by its employees. Griffin & Ronald (2007) explain that there are 3 (determinants) that can affect employee performance, namely: time, knowledge, and work skills possessed by each employee. Employee performance according to Mathis & Jackson (2006), is basically what employees do or don't do that affects how much they contribute to the organization which includes quantity, quality, and duration of output, attendance at work.

This study uses Maslow's hierarchical theory in Robbins & Judge (2017) as an indicator to measure employee motivation, because in this theory it is said that humans are social beings who desire and always want more until the end of their lives. Because of that dissatisfaction arises motivation as a tool to achieve the goals of unmet needs. In the Covid-19 pandemic situation, employees need safety and security from the Covid-19 disease outbreak, social needs, namely employees want to feel recognized by the company because jobs in this situation are increasingly difficult, appreciation for the hard work of employees during this pandemic, of course experiencing various challenges. and self-development and moral support from leaders and colleagues.

The leadership style indicator in this study uses a participatory leadership style to measure the leadership style of PT Hanwa Indonesia. The participatory leadership style was chosen because PT Hanwa Indonesia needs a leader who pays attention to and accepts input from employees in making decisions in the Covid-19 pandemic situation where employees often experience problems when working from home. That's where a leader will show his role when employees express obstacles regarding the work they face.

### Theoretical Framework

This study aims to analyze work motivation and leadership style during the Covid-19 pandemic, the impact on employee performance is mediated by job satisfaction during Work from Home.

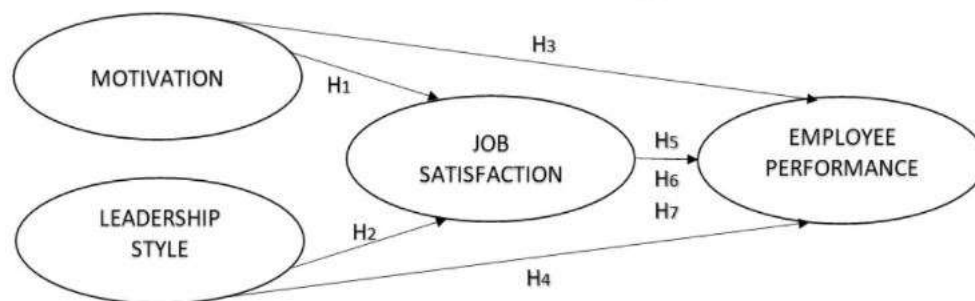


Figure 1 Thinking Framework

Source: Researcher, (2021)

### Hypothesis Formulation

Hasibuan (2019) suggests that motivation refers to the drive and effort to satisfy a need or a goal. An employee in carrying out a job must have motivation so that it can provide encouragement so that an

employee can work hard and can increase job satisfaction. According to research conducted by Lusri & Siagian (2017) and Rozman et al. (2017) which states that work motivation has a positive effect on employee job satisfaction, so it can be ascertained that motivated employees are employees who are satisfied with the work they are doing. This means that job satisfaction cannot be separated from the role of work motivation.

The leadership style according to Hasibuan (2019) aims to encourage work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals. According to research by Palupi & Cahyono (2017) and Asghar (2015) which state that leadership style has a significant positive effect on employee job satisfaction. This means that employee job satisfaction cannot be separated from the role of leadership style which aims to encourage work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals. The results of research by Palupi & Cahyono (2017) and Asghar (2015) which state that leadership style has a significant positive effect on employee job satisfaction.

Robbins & Judge (2017) argues that work motivation is the desire or willingness to spend a high level of effort for organizational goals, which is conditioned by the ability of these efforts to meet an individual need. If employees have high work motivation, it will have an effect on increasing employee performance. This is very beneficial for the company, because optimal employee performance will help achieve company goals. McClelland in Mangkunegara (2017) states that there is a positive relationship between work motivation and work achievement, where if a leader or employee who has high work motivation tends to have high achievement, and vice versa if those with low work performance it is possible because of low work motivation. . Research results Rahman et al. (2019) and Sandhu et al. (2016) stated that motivation has a positive effect on performance. Motivation and job satisfaction factors come from intrinsic and extrinsic factors, the existence of intrinsic and extrinsic factors makes the achievement of performance targets effective. So. Motivation and job satisfaction must be from intrinsic and extrinsic factors.

Leadership is determined by the leadership style possessed by the leader himself, if the leadership style provided is good and can provide direction to subordinates well, employee performance will increase according to the leadership style provided. Hasibuan (2019) states that leadership style is the way a leader influences the behavior of subordinates which aims to encourage work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals. Sebastian (2017) and Rathore et al. (2017) in his research states that a democratic leadership style has a significant positive impact on employee performance. This means that employee performance cannot be separated from the role of leadership.

The relationship between job satisfaction and performance states that the correlation is quite strong (Robbins & Judge, 2017). If many workers are more satisfied, their performance tends to be more effective. Satisfied workers should be seen as speaking positively about the organization, helping others, and exceeding normal expectations at work. The results of the study of Oravee et al. (2018) shows that job satisfaction has a significant positive effect on performance, job satisfaction is able to motivate workers to work optimally. This means that employee performance cannot be separated from the role of job satisfaction. Research Ali et al. (2016) stated that job satisfaction mediates a significant positive of work motivation on employee performance. if employee motivation and job satisfaction increase, employee performance will increase. This means that job satisfaction is able to mediate work motivation that affects employee performance. Kertiriasih et al. (2018) in his research also states that job satisfaction is able to positively mediate the significant influence of leadership style on employee performance. The better the leadership style applied, the more satisfied employees will be at work, the more satisfied employees will be at work, the higher the work achievement will be. This means that job satisfaction is able to mediate leadership style on employee performance.

H1: Work motivation has a significant positive effect on employee job satisfaction.

H2: Leadership style has a significant positive effect on employee job satisfaction

H3: Work motivation has a significant positive effect on employee performance

H4: Leadership style significant positive effect on employee performance

H5: Job satisfaction has a significant positive effect on employee performance

H6: Job satisfaction has a positive and significant effect in mediating the effect of work motivation on employee performance.

H7: Job satisfaction has a positive and significant effect in mediating leadership style on employee performance.

## RESEARCH METHOD

This study uses a quantitative approach with a questionnaire method. The unit of analysis in this study is the employees of PT Hanwa Indonesia. The data used in this study is quantitative, data obtained by distributing questionnaires to respondents. The object of research in this thesis are employees of PT Hanwa Indonesia, which is located at Midplaza 1 Building 9th Floor, Jalan Jenderal Sudirman Kav. 10-11, RT 10/RW 11 Karet Tengsin Tanah Abang, Central Jakarta 10220.

The population in this study were 160 permanent employees of PT Hanwa Indonesia, based on the calculation of the slovin formula error rate of 5 percent, the sample studied was 114 respondents who did Work from Home.

Inferential data analysis to test the hypothesis was carried out using the Partial Least Square (PLS) method. The process of testing the hypothesis is carried out in stages that must meet the requirements in the SmartPLS Software. The measurement model (outer model) shows how each block relates to its latent variable. Confirmatory research (CFA) to ascertain whether the construct indicators are valid indicators as forming the latent construct. In SmartPLS there are three criteria in using data analysis techniques to assess the outer model, namely Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent validity of the outer model with reflexive indicators is assessed based on the correlation between item scores/components estimated with PLS software. Convergent Validity can be seen based on the correlation between indicator scores and construct scores calculated with SmartPLS Software. A reflexive measure is said to be reliable or high if it has a correlation value above 0.70 with the construct to be measured. Apart from the outer loadings value, one of the convergent validity parameters is to see the Average Variance Extracted (AVE) value must be above 0.50. In discriminant validity, the parameter used is cross loadings, where the cross loadings must be above 0.70 for each variable, and the results of the correlation of the construct with the measurement item are greater than the size of the other constructs, it will show that the latent construct predicts the size of the larger block. better than other block sizes. There are two parameters used in the reliability test, namely the value of Cronbach's alpha and composite reliability. Variables are said to be reliable if the value of each Cronbach's alpha and composite reliability is above 0.70. To describe the relationship between latent variables based on substantive theory, the Inner model is used. Testing of the structural model is done by looking at the R-square value which is a goodness-fit test of the model. The structural model was evaluated using R-square for the dependent construct and t-test as well as the significance of the structural path parameters.

## DATA ANALYSIS AND DISCUSSION

Most of the employees of PT Hanwa Indonesia are women with a percentage of 61 percent or 69 people and the rest are men by 39 percent or 45 people. Meanwhile, judging from the age of the respondents, the majority are aged 25 to 35 years with a total of 83 people or 73 percent, and the least are respondents with an age of less than 25 years, only 5 people or 4 percent. Judging from the number of respondents, PT Hanwa Indonesia is dominated by the Steel 3 division, which is 17 people or 15 percent and the least number of divisions is the IT and Tax division, which is 1 person or 1 percent. The employment status of PT Hanwa Indonesia's respondents were mostly permanent employees as many as 96 people or 84 percent while respondents with probation status were 18 people or only 16 percent.

The results of hypothesis testing using path analysis are obtained in Table 1.

**Table 1 Path Coefficient**

<i>Influence</i>	<i>Original Sample</i>	<i>Sample Mean</i>	<i>Standard Deviation</i>	<i>T Statistics</i>	<i>P Values</i>
Leadership Style → Job satisfaction	0.379	0.378	0.071	5,334	0.000

Leadership Style → Employee performance	0.143	0.147	0.097	1,468	0.143
Job satisfaction → Employee performance	0.216	0.213	0.194	1.111	0.267
Work motivation → Job satisfaction	0.616	0.617	0.070	8.853	0.000
Work motivation → Employee performance	0.614	0.613	0.159	3,852	0.000
Work motivation → Job satisfaction → Employee performance	-0.117	-0.109	0.136	0.864	0.388
Leadership Style → Job satisfaction → Employee performance	0.145	0.135	0.141	1.032	0.303

Source: SmartPLS Output (2021)

Work motivation has a significant positive effect on job satisfaction, the p-value is  $0.000 < 0.05$ . Thus the first hypothesis (H1) is accepted, that work motivation has a significant positive effect on job satisfaction. Leadership style has a positive and significant effect on job satisfaction as indicated by the p-value of  $0.000 < 0.05$ . The second hypothesis (H2) is accepted, that leadership style has a significant positive effect on job satisfaction. The p-value of the effect of work motivation on employee performance is  $0.000 < 0.05$ . These results indicate that the third hypothesis (H3) is accepted. This means that the higher the work motivation, the employee's performance will increase. While the p-value of the influence of leadership style on employee performance is  $0.143 > 0.05$ . This means that the leadership style at PT Hanwa Indonesia cannot affect employee performance improvement, so the fourth hypothesis (H4) is rejected. Job satisfaction has no effect on employee performance as indicated by a p-value of  $0.267 > 0.05$ . Thus the hypothesis (H5) is rejected. This means that the higher employee job satisfaction can not affect the increase in employee performance. The p-value of the effect of work motivation on employee performance through job satisfaction is  $0.388 > 0.05$ , so the sixth hypothesis (H6) is rejected, job satisfaction is not able to mediate the effect of work motivation on employee performance. And lastly, the p-values of the influence of leadership style on employee performance mediated by job satisfaction is  $0.303 > 0.05$ , then the seventh hypothesis (H7) is rejected, job satisfaction is not able to mediate the influence of leadership style on employee performance.

### Discussion of research results

Work motivation has a significant positive effect on employee job satisfaction. This is because during the Covid-19 Pandemic, PT Hanwa Indonesia employees when an obstacle occurs when doing work from home they will be enthusiastic about accepting criticism and suggestions given by their superiors so that they are more motivated in carrying out a job, and when discussing with their superiors their opinions. always appreciated. This research is in line with Lusri and Siagian (2017) and Rozman et al. (2017), but not in line with research by Noor and Zainordin (2018). This study shows that employees of PT Hanwa Indonesia who have high work motivation will be enthusiastic in working and have an impact on employee job satisfaction.

Leadership style has a significant positive effect on employee job satisfaction. In this Covid-19 pandemic, communication is very important because when working from home employees of PT Hanwa Indonesia do not meet with superiors and other co-workers, when they want to determine targets in the work of superiors, they will involve employees in making a decision. employees are well established in solving work problems. The results of this study are in line with Palupi & Cahyono (2017) and Asghar (2017), but are not in line with the Pratama research (2015).

This study argues that applying a participatory leadership style at PT Hanwa Indonesia can affect employee job satisfaction. Because the company needs a leader who pays attention to and accepts input from employees in making decisions during the Covid-19 pandemic when employees experience problems when working from home.

Work motivation has a positive and significant effect on employee performance. This is because during the Covid-19 pandemic, support between co-workers is very important when employees do work from home and there are employees who are forced to come to the office, so the closest co-workers will provide support so that the employee feels safe and calm while at the office. This study is in line with Rahman et al. (2019) and Sandhu et al. (2016), but not in line with Luhur's research (2015).



This study shows that the more motivated a person is to do a job, the performance will increase, and vice versa the more unmotivated someone is to do his job, his performance will decrease. Companies can improve the ability of employees to find alternative solutions, employees can become more innovative so that they can support performance improvements.

During the Covid-19 pandemic, the leadership style at PT Hanwa Indonesia has no effect on employee performance. This is because during work from home employees are not directly supervised by superiors, employees do a job because they already have their respective duties and responsibilities towards their work, then the leadership style has no effect on improving employee performance. This study is in line with research conducted by Sebastian (2017) and Rathore et al. (2017), but not in line with research conducted by Dolly & Nonyelum (2018). The participatory leadership style at PT Hanwa Indonesia can be accepted by all employees, but in this study the leader could not give the employee morale. Companies can change other alternative leadership styles to increase the performance of their employees so that they are more productive.

Job satisfaction has no effect on employee performance. Because the employees of PT Hanwa Indonesia during the Covid-19 pandemic did not have an effect on their income such as deductions from salaries, benefits and bonuses. The results of this study are in line with Oravee et al. (2018) but not in line with research conducted by Ezeanyim et al. (2019). The results of this study indicate that job satisfaction of employees of PT Hanwa Indonesia affects the performance of its employees but lacks enthusiasm from employees to work better.

Job satisfaction is not able to mediate the effect of work motivation on employee performance. This happens because the company's facilities are inadequate, such as when working from home employees complain of laptop work tools and slow internet networks as well as applications to support work that sometimes don't work properly. This makes work hampered and employees find it difficult to be motivated to work better. The results of this study are not in line with the research conducted by Ali et al. (2017). This study shows that the job satisfaction of PT Hanwa Indonesia employees is poor, because during the Covid-19 Pandemic, employees need adequate facilities to be able to work at home (WFH), as well as good communication between employees, cooperation between colleagues in one division, and superiors. who always provide support and input to employees when experiencing problems at work. If this is felt by employees, the performance of employees at the company is expected to increase.

Job satisfaction is not able to mediate the influence of leadership style on employee performance. This is because during the Covid-19 pandemic, superiors do not directly supervise employee performance. When a problem occurs, the supervisor directly rebukes the employee's mistakes through the social media group application where other employees who are not interested also know the employee's mistakes, the superior should invite the employee to talk privately. A boss should invite employees to discuss first about the mistakes made. The results of this study are not in line with the research conducted by Kertiriasih et al. (2018).

The participatory leadership style at PT Hanwa Indonesia does not provide a good performance effect for its employees and also employees are not satisfied with the facilities and work environment obtained. This is because the participatory leadership style is not suitable to be applied at PT Hanwa Indonesia, causing low job satisfaction which implies less than optimal work spirit.

## **CONCLUSION, IMPLICATION AND SUGGESTION**

The higher the work motivation of PT Hanwa Indonesia's employees, the more employees' job satisfaction during the pandemic. This condition occurs because communication between employees and their superiors is well established during the Covid-19 pandemic, suggestions and criticisms as well as employee opinions are well appreciated by their superiors in order to advance the company. Leadership style has a positive and significant effect on employee job satisfaction. Employees at PT Hanwa Indonesia are involved in making decisions where communication between employees and their superiors is well established in order to solve a work problem.

Work motivation has a positive and significant effect on employee performance. This happened because during the Covid-19 pandemic, PT Hanwa Indonesia employees needed good communication between employees so that they could support each other. Leadership style has no effect on employee performance. During the Covid-19 Pandemic, employees are not directly supervised by their superiors, employees already know their duties and responsibilities so that the existing leadership style has no influence. This company should try to apply other alternative leadership styles to improve employee

performance. Job satisfaction has a positive but not significant effect on employee performance. In addition to the facilities and salaries provided by the company to employees, companies must consider the workload of employees during the Covid-19 Pandemic, because there are obstacles that often arise when employees work from home.

Job satisfaction is not able to mediate the effect of motivation on employee performance. This happens because of poor employee job satisfaction while working from home which makes employees unmotivated to work due to the obstacles experienced during the Covid-19 Pandemic, such as the facilities provided by the company not functioning properly so that it hampers the performance of its employees. Job satisfaction is not able to mediate the influence of leadership style on employee performance. During the Covid-19 Pandemic, superiors do not directly supervise employee performance and if employees make mistakes, superiors do not discuss privately with the employee concerned

### **Suggestion**

The company management must rethink the strategy to provide appropriate sanctions against employees if employees make mistakes in their work. and the company is expected to provide good facilities to support the work of employees while working from home. It is better if a superior at PT Hanwa Indonesia can receive and pay attention to input and information from employees in making a decision. Supervisors are also expected to strive to improve the ability of employees to complete tasks during the Covid-19 pandemic. The company is expected to provide good facilities to support employee performance while working from home. The company is also expected to provide promotions for employees who excel during the Covid-19 pandemic, which aims to motivate employees. Employees who are satisfied and motivated at work will have good and productive work quality. The company management should rethink about strategies to minimize complaints from customers caused by employee work errors during work from home.

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