



Influence of Covid-19 Pandemic Climate, Discipline, Motivation to Performance in BAERT Kupang City

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ABSTRACT

This research aimed to analyze the influence of the Covid-19 pandemic climate, work discipline, and work motivation on the performance of the state civil apparatus. This research was implemented from January to June 2021 at the Body of Apparatus, Education, and Training of Kupang City. The research method in this article uses a quantitative approach. The population and sample in this study were 123 ASN in the Body of Apparatus, Education, and Training of Kupang City. At the same time, the data analysis technique used multiple linear regression analysis. This study indicates that the Covid-19 pandemic climate and work discipline have no effect on employee performance, but work motivation positively influences employee performance. Simultaneously, the Covid-19 pandemic climate variables, work discipline, and work motivation positively and significantly influence employee performance.

Keywords: Covid-19 Pandemic Climate, Discipline, Motivation, Performance

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INTRODUCTION

The Body of National Apparatus of the Republic of Indonesia (2019) reports that only 20% of state civil apparatus in Indonesia have performance and achievements in the grade category of very good (Riwukore & Habaora, 2021). Approximately 80% of state civil apparatus are considered to have performance and achievements are poor. The performance of state civil apparatus from time to time has not seen any significant changes. The Political & Economic Risk Consultancy (PERC) survey in 1999 released data that Indonesia was the worst country in the field of bureaucracy in the world, with a score of 8.0 out of a total score of 10 for the worst category (Riwukore, Alie, & Habaora, 2021). International Finance Corporation (IFC): The Doing Business Report mentions that the performance of the bureaucracy in Indonesia is getting worse. In 2007 it was ranked 123 in the world, and in 2013 it was ranked 128 (Habaora, Riwukore, & Yustini, 2021).

Influence of Covid-19 Pandemic Climate.....

Institute for Management of Development, Switzerland, World Competitiveness Book released survey data on the productivity of state civil apparatus in 2005, where Indonesia was ranked 59th out of 60 countries surveyed, worse than 2001, which placed Indonesia at 46th, far behind other Asian countries, such as Singapore (1), Thailand (27), Malaysia (28), Korea (29), China (31), India (39), and the Philippines (49). In 2005, Indonesia was also ranked 60th out of 60 countries based on Economic Performance, 59th based on Business Efficiency, and 55th based on Government Efficiency (Riwukore et al., 2021). The factors that cause the low performance of ASN in Indonesia include low competitiveness of the quality of human resources, un-disciplinary employees, and weak employee motivation (Riwukore, 2010). This follows Towers Watson survey data as one of the international survey institutions in 2014, which reported that 70% of organizations in Indonesia had difficulty recruiting and retaining competent employees due to weak motivation and low employee discipline (Josephine & Harjanti, 2017).

Indonesia and the world are currently facing a global pandemic known as the pandemic of Coronavirus Disease 2019 (Covid-19), which causes mass deaths of the world's people and is followed by changes in organizational climate based on policies for handling and transmitting Covid-19 for state civil apparatus including work from home so that employees follow the world health protocol which requires everyone to avoid crowds by staying at home and social distancing. It is feared that the COVID-19 pandemic climate will worsen the performance of the state civil apparatus. This is following the Kompas R & D survey data on April 22-24, 2020, which reported that the Covid-19 pandemic climate had implications for the decrease in state civil apparatus professionalism, the quality of public services in the bureaucracy continued to decrease, businesses were getting weaker, and the performance of the bureaucracy was getting worse. This result is no different from data from the Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia, which states that the Covid-19 pandemic climate has caused an increase in complaints about public service disruptions in the government bureaucracy. Likewise, survey data from the National Ombudsman Commission in March-April 2020 showed a significant increase in public complaints about the quality of bureaucratic services from the government during the Covid-19 pandemic. Based on this description, it appears that there is an influence of the Covid-19 pandemic climate on the performance of the state civil apparatus.

Based on the reports of various survey results above, there are many speculations and studies stating that the performance of the state civil apparatus is influenced by the Covid-19 pandemic climate on organizational climate, work discipline, and employee motivation of the apparatus. These factors affect productive employee performance and may occur in state civil servants who work in the Body of Apparatus, Education, and Regional Training of Kupang City.

The Body of Apparatus, Education, and Regional Training (BAERT) of Kupang City is a Regional Apparatus Organization that carries out some of the duties and authorities of the Mayor in the field of staffing, career management, and capacity building of human resources from the aspect of education and training of state civil apparatus. The

implementation of this authority is to answer the challenge of increasing the capacity of bureaucratic human resources to impact the performance of bureaucratic services that are fair, precise, friendly, and productive. The Covid-19 pandemic climate that disrupts the organizational climate at the BAERT office is feared to reduce the performance of the state civil apparatus. Likewise, work discipline and work motivation that are less effective also affect the decrease in the performance of the Kupang City BAERT office. This is interesting to study to provide an overview of the influence of the Covid-19 pandemic climate, discipline, and motivation on the performance of state civil apparatus at the Kupang City BAERT Office. Thus, this study aimed to analyze the effect of the Covid-19 pandemic climate, work discipline, and work motivation on the performance of employees at the Body of Apparatus, Education, and Regional Training (BAERT) Kupang City. Research benefits are expected to be a source of reference and scientific development and can be information for decision-making in the Kupang City Government.

LITERATURE REVIEW

Performance

Performance results from an effort made and obtained by a person, individual, or group within an organization, based on each individual's duties, authorities, and responsibilities without violating applicable laws and without violating the agreed morals or ethics (Af Ida, 2021). Basri & Kadir (2019) defines performance as workability or work results that can be observed through quality, quantity, and timeliness of completing work. The quality of work is related to the accuracy of the work results, the level of procedural errors in the implementation of the work, and the frequency of warnings from the leadership on the quality of the work. The quantity of work is related to the accuracy of the volume of work, the accuracy of the use of facilities from the frequency of warnings from the leadership on the achievement of the volume of work. The timeliness of completing the work is related to the timeliness of starting the implementation of the work, the accuracy of completing the work, and the frequency of reprimands from the leadership for delays in completing the work. Thus, every employee in the organization is required to make a positive contribution through good performance, considering that organizational performance depends on the performance of its employees.

Prawirosentono (2012) and Riwukore et al. (2021) explains that several indicators can measure performance, including (1) effectiveness, i.e., if the group's goals can be achieved with the planned needs; (2) responsibility, which is an inseparable part or as a result of ownership of authority; (3) discipline, namely the obedience of the employee concerned in respecting the work agreement with the organization where he/she works; and (4) initiative related to thinking power, where the nature of the initiative should get attention or response from the organization and superiors well, or in other words employee initiative is the driving force for progress which will ultimately affect employee performance.

Covid-19 Pandemic Climate

The climate of the Covid-19 pandemic in the world and Indonesia has finally changed the work pattern of organizational HR. The COVID-19 pandemic climate affects readiness to change following the pattern of work protocols that have been regulated through health protocols, including social distancing and stay at home, which is eventually known as work from home (WFH).

Working from home, commonly called WFH, is a term for working remotely, more precisely, from home. So workers do not need to come to the office and meet face to face with other workers. According to Crosbie & Moore (2004), WFH means paid work done primarily from home (minimum 20 hours per week). WFH will provide flexible time for workers to provide a balance of life for employees. On the other hand, WFH provides benefits for the company. There is a change in the pattern of working in the office to working at home or in situations through any policy dealing with the Covid-19 pandemic climate.

Holt, Armenakis, & Harris (2007) state that readiness for change is multidimensional which is influenced by employees' beliefs that (a) they can implement the proposed change (change efficacy), (b) the proposed change is appropriate for the organization (appropriateness), (c) leaders are committed to the proposed change (management support), and (d) the proposed change is beneficial to member organizations (personal benefit). Furthermore, Asbari, Novitasari, & Goestjahjanti (2020) explained that indicators that can be used to measure the level of employee readiness to change include: (1) employee confidence that the proposed change will be right for the organization, (2) employee confidence that the organization will get the benefits of implementing change, (3) employees will believe there is a logical reason for the change, and there is a need for the proposed change, (4) employees focus on the benefits of change for the company, (5) employee beliefs about their ability to implement the desired change, (6) employees feel that leaders and managers in the organization are committed and support the implementation of the proposed changes, (7) employees feel that they will benefit from the proposed changes. To prepare employees to be ready to change in the organization, it is necessary to understand how to foster readiness for change. There are two things that organizations can do, namely, forming employee readiness to change and solving the problem of resistance to change (Banjongprasert, 2017).

Discipline

Employee work discipline is the employee's perception of the employee's attitude regarding order and self-regulation that the employee owns when working in the organization without harming himself, others, or the environment. A disciplined employee can be interpreted as an employee who always comes and goes home on time, obeys all organizational regulations, and does work and tasks well with a sense of responsibility (Irwanto & Melinda, 2015). Thus, employee work discipline can be

explained as an attitude or behavior that shows the loyalty and obedience of a person or group of people to the regulations. Both written and unwritten, which reflect in the form of behavior and actions in an organization to achieve a certain goal so that the work carried out is expected to be effective and efficient.

Rivai (2015) and Deni (2018) suggest that work discipline has several components, including: (1) attendance, which is a fundamental indicator to measure discipline, and usually, employees who have low work discipline are accustomed to being late for work. (2) obedience, namely to work regulations, where employees who obey work regulations will not neglect work procedures and will always follow the work guidelines set by the company. Compliance with work standards can be seen through the magnitude of the employee's responsibility for his tasks. (3) a high level of vigilance, where employees who have high vigilance will always be careful, calculating, and thorough in their work and always use things effectively and efficiently; and (4) work ethically, where some employees may behave disrespectfully to customers or engage in inappropriate behavior. This is a form of un-disciplinary action, so working ethically is one manifestation of employee work discipline.

Motivation

Motivation is an effort within humans that causes, directs, and organizes behavior in carrying out their duties and functions in order to achieve the goals targeted by the organization (Basri & Kadir, 2019; Meliani, Bernarto, & Berlianto, 2020)). Zamzam, Satria, & Riwukore (2018) explain that activities carried out by a person as a driving force or a person's attitude to do something are always associated with motivation, the attraction of the external environment that causes a person to do or not do. Danila & Riwukore (2019) stated that motivation is a condition that moves employees who are directed to achieve organizational goals (work goals). Motivation is formed from an employee's attitude that must be prepared mentally and physically in understanding the main goals and work targets to be achieved. Riwukore & Habaora (2019) say that a person's motivation in trying is determined by economic, social, and entertainment motives. Riwukore & Habaora (2018) explain that economic motivation is oriented to income value, social motivation is oriented to improving people's social status, and entertainment motivation is oriented to enthusiasm or desire and hobbies or hobbies to fill spare time. Habanera (2020) states that high motivation refers to economic motivation, moderate motivation refers to social motivation, and low motivation refers to entertainment motivation. Thus, individual motivation consists of three stages, namely: (1) conditions that encourage and exist in the organization that arise due to bodily needs, environmental stimuli, or mental events such as thinking and memory; (2) behavior that is evoked and directed by circumstances that encourage and exist in the organization; and (3) goals that become the direction of behavior. Thus every behavior is based on certain motivations, and each behavior is strongly influenced by the characteristics of the human being himself.

Basri & Kadir (2019) stated that the motivational dimension consists of three elements, namely efforts, organizational goals, and needs. An effort is a measure of intensity; if someone is motivated, he will try his best to achieve goals, but not necessarily high efforts will produce high performance, so the intensity and quality of these efforts are needed and focused on organizational goals. Needs are internal conditions that give rise to drives, where unsatisfied needs will cause tensions that stimulate impulses from within the individual. If it turns out that there is a need, there will be a reduction in voltage. Motivated employees are in a state of tension and seek to reduce tension by expending effort.

Giving motivation can be observed from the dimensions of providing incentives, placement in appropriate fields, attention to the work environment, attention to self-esteem, and opportunities for advancement (Basri & Kadir, 2019). The provision of incentives is related to bonuses from time to time because of employees' efforts and work performance. A leader must be able to provide stimulation to arouse employee enthusiasm and give appreciation for employees' work. Placement in appropriate fields related to the level of educators, work experience, contribution to the agency, and being noticed by superiors and leaders provide workloads according to employees' ability. Attention to self-esteem is related to leaders who always provide explanations to subordinates about the implementation of work to create a conducive climate. Attention to the work environment is related to the work facilities used by employees. The provision of opportunities for advancement is related to the leadership's efforts to develop knowledge, abilities, and skills and the proposal for training carried out by the job promotion for promotion and class.

Sedarmayanti (2017) and Riwukore & Habaora (2021) state that work motivation indicators consist of (1) salary, (2) supervision, (3) policy, and administration, (4) work relations, (5) working conditions, (6) the work itself, (7) opportunities for advancement, (8) recognition or awards (recognition), (9) success (achievement), and (10) responsibility. According to Maslow (1961) and Danila & Riwukore (2019) that motivation is formed from the level of fulfillment of needs, namely: (1) physiological needs, such as clothing, food, housing, and individual welfare. This need is very primary because this need has existed and has been felt since humans were born; (2) the need for safety (safety needs) about work, then the need for mental security while working. In addition, there is also a feeling of security for the assets left behind while working. Feelings of security are also related to the future of employees. (3) Social needs are a manifestation of the basic nature of humans who are social beings where they have social needs such as the need to feel accepted by others, the need to feel respected, the need for achievement, and the need to participate. (4) Esteem needs, at this level, Maslow says that the ideal situation is when prestige leads to achievement, but this is not always the case. In this case, the higher a person's position, the more things are used as a symbol of that status. (5) the need for self-actualization, which is to always believe in oneself, and this is the top of the hierarchy, which means that every human being wants to develop his mental capacity and work capacity through his personal development.

Hypothesis Development

Several research reports explain a positive and significant influence between the Covid-19 pandemic climate, discipline, and motivation on performance. As Irwanto & Melinda (2015) stated, there is a positive and significant influence either partially or simultaneously from the discipline and motivation variables on employee performance. Likewise, it was reported by Deni (2018) that motivation and discipline had a positive and significant influence on performance both partially and simultaneously. Basri & Kadir (2019) reported a positive and significant influence, either partially or simultaneously, between motivation and employee performance. Asbari, Novitasari, & Goestjahjanti (2020) reported that readiness to change has positive and significant implications both as a mediator, partial, or simultaneous on employee performance, which can be concluded as increasing employee readiness in facing changing times, including the era of the industrial revolution 4.0 or can be imposed on changes in performance during the Covid-19 pandemic. Irwanto & Melinda (2015) reported that increased employee performance was positively and significantly affected either partially or simultaneously by increased motivation and discipline. However, Af Ida (2021) reports that work discipline does not affect employee performance; even in WFH conditions during Covid-19, the organizational climate positively influences employee performance in WFH conditions Covid-19. Research by Danila & Riwukore (2019) and Riwukore & Habaora (2021) confirms that motivation has positive implications for improving employee performance; if motivation increases, employee performance increases, and vice versa. If motivation decreases, it can worsen employee performance. Based on studying the influence of the Covid-19 pandemic climate, discipline, and motivation on performance, a framework of thought can be made in this research which can be seen in Figure 1.

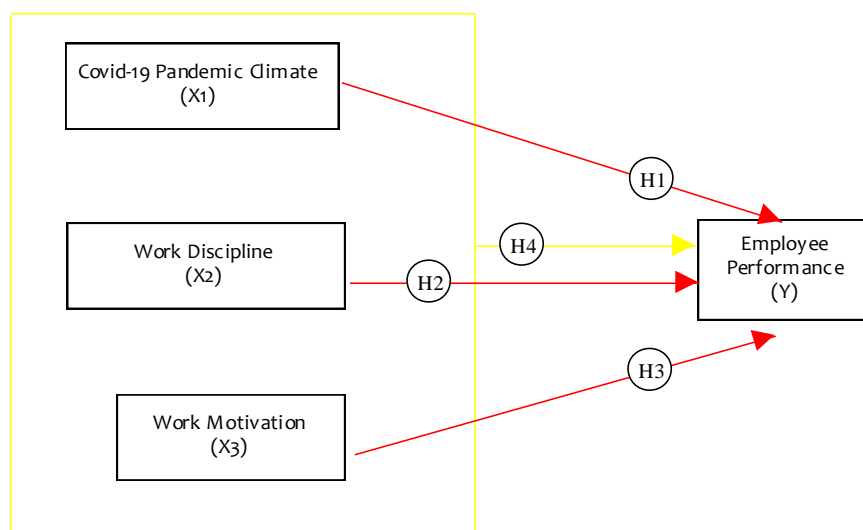


Figure 1. Hypothesis framework

Influence of Covid-19 Pandemic Climate.....

Based on Figure 1 shows the influence of the Covid-19 pandemic climate (X1) on employee performance (Y), the influence of work discipline (X2) on performance (Y), the influence of work motivation (X3) on employee performance (Y), and the existence of the joint influence of the Covid-19 pandemic climate (X1), work discipline (X2), and work motivation (X3) to employee performance (Y). Thus, the hypotheses of this study are (1) there is a significant influence between the Covid-19 pandemic climate to employee performance (H1); (2) there is a significant effect between work discipline to employee performance (H2); (3) there is a significant effect between work motivation to employee performance (H3); and (4) there is a significant influence between the Covid-19 pandemic climate, work discipline, and work motivation to employee performance.

METHODOLOGY

This research was conducted in January-June 2021 at the Body of Apparatus, Education, and Regional Training (BAERT) of Kupang City. This type of research is classified as explanatory research because it explains the mutual relationship or contribution of one variable to another variable or causal relationship (Riwukore, 2010), or this research approach is quantitative, with at least four variables. Three are independent variables (X), and one dependent variable is Y. The first independent variable is the Covid-19 pandemic climate (X1), the second is work discipline (X2), and the third is work motivation (X3). The dependent variable is employee performance (Y).

The population in this study were all officials and employees at the BAERT Office of Kupang City, totaling 123 people. The sample size in the study was determined using a saturated sample, or all BAERT Office employees were used as respondents (Sugiyono, 2017). Thus the respondents in this study were 123 employees.

This study's data collection techniques used questionnaires, interviews, and documentation studies. Questionnaires were circulated to BAERT Office of Kupang City employees selected as samples to obtain research data on the Covid-19 pandemic climate, work discipline, work motivation, and employees performance in BAERT Office of Kupang City. The interview technique was carried out on top management of the Head of BAERT Office of Kupang City regarding the Covid-19 pandemic climate, work discipline, work motivation, and employee performance. Documentation studies are carried out by collecting or photocopying data related to the essence of the BAERT Office. Thus, the types of data obtained from this study are primary data and secondary data. Primary data was obtained using questionnaires and interviews, while secondary data was obtained using documentation study techniques.

Measurement of research variables using a Likert scale according to the instructions (Riwukore, Alie, & Habaora, 2021), which uses five alternative answers based on perceptions and scores, namely: very agree/VA (5), agree/A (4), neutral/enough/N (3), disagree/DA (2), and very disagree/VDA (1). Operational limits for measuring variables based on a Likert scale.

After the data has been collected, the data is processed and analyzed using SPSS tools. Data analysis carried out includes a descriptive analysis test validity test to correlate the value of each question item on each variable. The questionnaire will be declared after being valid if the correlation coefficient value is greater than the listed correlation value. Reliability tests were carried out to obtain a confidence value for the results of the calculation of the normality test, multicollinearity test, autocorrelation test, and multiple linear regression so that the data collected was more valid.

RESULTS

Validity Test Results

The purpose of the validity test is to measure the validity of the questionnaire used by the researcher. The trick is to correlate the values for each item on each independent variable. If later the value of the correlation coefficient turns out to be greater than the correlation value, then the questionnaire we use is valid. After testing the validity of the Covid-19 pandemic climate variable, it can be stated that each question item compiled in the questionnaire can be declared valid. Based on these results, it can be continued in further research. The value of $r_{count} > r_{table}$ with a significant level of 5%, wherefrom the eight research questions, the r_{count} value ranges between 0.266-0.515 or greater than the r_{table} value of 0.259.

The same results were also obtained on the results of the validity test on the work discipline variable (X_2), where the value of r_{count} (between 0.286 – 0.643) $> r_{table}$ (0,259) with a significant level of 5%. The results of the validity test on the Covid-19 pandemic climate (X_1) and work discipline (X_2) showed the value of r_{count} (between 0.291 – 0.544) $> r_{table}$ (0.259) with a significant level of 5%, the same thing also happened to the work motivation variable. Validity tests were also carried out for the performance variable (Y) as was done on the Covid-19 pandemic climate variable (X_1), work discipline (X_2), and work motivation (X_3), and the results showed the value of r_{count} (between 0.301 – 0.507) $> r_{table}$ (0.259) with a significant level of 5%.

Reliability Test Results

Similar to the validity test, the reliability test must be carried out to determine the consistency of the answers given by the respondents. In this reliability test, we have to compare the Cronbach's Alpha number, and the minimum Cronbach's Alpha value is 0.7 (Sugiyono, 2017).

The results show that the eight statements in the questionnaire can be said to be reliable or consistent. The reliability test results of 8 items from the work discipline variable show Cronbach's Alpha value of 0.775 $>$ 0.70 so that all work discipline variable items are reliable. The results of the reliability test of the work motivation variable item show the Cronbach's Alpha value of 0.827 $>$ 0.70 so that all work motivation variable items are reliable. Cronbach's Alpha value is 0.790 $>$ 0.70 from a total of 8 items on the

performance variable, which shows that all items of the performance variable are reliable or consistent.

Normality Test Results

The decision-making indicator in the normality test is the significance value > 0.05 , the data is normally distributed, and if the significance value is < 0.05 , then the data is not normally distributed. The normality test results in this study are presented in Table 1.

Table 1. Test results of normality

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		123
Normal Parameters ^b	Mean	.0000000
	Std. Deviation	2.40935175
Most Extreme Differences	Absolute	.200
	Positive	.180
	Negative	-.200
Kolmogorov-Smirnov Z		.820
Asymp. Sig. (2-tailed)		.435

Table 1 shows the Kolmogorov-Smirnov Z value of 0.820 and the Asymp Sig value. (2-tailed) of 0.435, which is more than 0.05, it can be concluded that all the data are normally distributed.

Multicollinearity Test Results

The results of this test are used to find out if there is a deviation from the classical assumption of multicollinearity or a linear relationship between the independent variables in the regression model. Detection of multicollinearity is done by observing the value of VIF (Variance Inflating Factor) from the regression results. If it turns out that the tolerance value is above 0,1, the VIF value is below 10; then it can be said that there is no multicollinearity.

Table 2. Test results of multicollinearity

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1	X1	1.487
	X2	1.864
	X3	1.390

The output results of the multicollinearity test in Table 2 show that all independent variables produce a tolerance value of more than 0.1 and a VIF value of less than 10. This indicates that there is no multicollinearity. The conclusion is that there is no problem with the variables of this study.

Heteroscedasticity Test Results

The heteroscedasticity test is used to see whether there is variance deviation in the study. The use of scatterplot pattern images is used as a test method. Fulfillment of the regression model occurs if there is no heteroscedasticity. As a result, if there is heteroscedasticity, this regression test analysis has an inaccurate result.

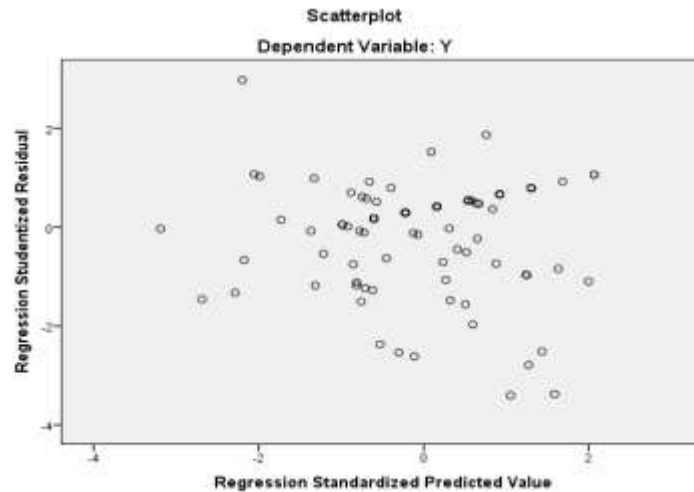


Figure 2. Test scatterplot of Heteroscedasticity

The output results in Figure 2 show that points spread below zero, which is located on the Y-axis. The conclusion that can be made from Figure 2 is that there is no heteroscedasticity in the regression model of this study. Therefore there is no variance deviation.

Autocorrelation Test Results

Autocorrelation testing is used to determine whether variables are correlated in the research model. Autocorrelation test by looking at the value of Durbin Watson (DW). The regression model in the autocorrelation test must result in the absence of autocorrelation. The DW value will be compared with two table DW values called Durbin Upper (du) and Durbin Lower (dl). If $(4-DW) > du$, then there is no autocorrelation, but if $(4-DW) < dl$, then there is autocorrelation. In other words, the formula is $du < DW < 4-du$. The data in Table 3 are the results of the autocorrelation test.

Table 3. Autocorrelation test results

d	dl	du	4-dl	4-du
1.858	1.6561	1.7559	2.3439	2.2441

Based on the results of the autocorrelation test output as measured by the Durbin Watson (DW) value, the DW value is 1.858. N research as many as 123 people with three independent variables, so from that value, the value of du is 1.7559, and the value of 4-du is 2.2441, it can be written that the results of the autocorrelation test are $1.7559 < 1.858 < 2.2441$. Thus in this study, there is no autocorrelation.

Multiple Linear Regression Analysis

This analysis is used to measure the effect of work discipline and organizational climate variables on employee performance. The results of multiple linear regression analysis are presented in Table 4.

Table 4. Results of multiple linear regression analysis

Model	Coefficients				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.224	4.332		2.129	.035
Covid-19 Pandemic Climate (X1)	-.150	.147	-.098	-1.025	.307
Work Discipline (X2)	.094	.155	.065	.604	.547
Work motivation (X3)	.710	.128	.511	5.538	.000

a. Dependent Variable: Employee Performance

The results of data analysis in Table 4 can be made a multiple linear regression equation model, namely: $Y = 9.224 + -0.098X_1 + 0.065X_2 + 0.511X_3 + 4.332$. Based on this equation, the variables that have the largest to the lowest influence on employee performance are the regression coefficient $X_3 (\beta_3):0.511$; $X_2(\beta_2):0.065$; and $X_1(\beta_1):-0.098$. Thus, the variables that have the greatest influence sequentially on employee performance are work motivation, discipline, and the Covid-19 pandemic climate.

Based on the data in Table 4, a table of the results of the t-test description for the Covid-19 pandemic climate variable, work discipline, and work motivation on employee performance can be made so that the classification of the research hypothesis can be obtained. Namely, the hypothesis can be accepted or can be rejected. Assessment of the hypothesis, if $t_{count} < t_{table}$, then the hypothesis is automatically rejected, and if the value of $Sig. < 0.05$, then the hypothesis can be accepted. And vice versa. The results of the t-test from this study are presented in Table 5.

Table 5. T-test results

Variable	T _{count}	t _{table}	Sig.
Covid-19 Pandemic Climate (X1)	-1.025	1.98010	0.307
Work Discipline (X2)	0.604	1.98010	0.547
Work motivation (X3)	5.538	1.98010	0.000
	F _{count}	F _{table}	Sig F
X1, X2 and X3 → Y	14.766	2.70	0.000

Based on the data in Table 5, it can be seen that the conclusions of the hypothesis are in-between: (1) The Covid-19 pandemic climate variable (X1) on the employee performance variable (Y). The t-test results show that the Covid-19 pandemic climate variable (X1) produces t-value of -1,025 with a significance value of 0.307, which is more than 0.05, so the results of this study conclude that hypothesis 1 is rejected. Thus, the Covid-19 pandemic climate variable does not affect employee performance; (2) Discipline variable

(X₂) on employee performance variable (Y). Based on the results of the t-test on the disciplined variable, it turned out that the t count value of 0.604 was smaller than the t table value of 1.98010 with a significance value of 0.547 > sig 0.05, so that hypothesis 2 was rejected. As a result, the discipline variable has no effect on employee performance; and (3) The motivation variable (X₂) on the employee performance variable (Y) shows the value of the t-test result for the motivation variable has a t count value of 5.538 > t table 1.98010 with a value of sig 0.000 < sig 0.05 which means that the motivation variable has a positive and significant influence on employee performance variables. Thus hypothesis 3 is accepted.

Based on the data from the F test results in Table 5, it shows that the value of F count on the Covid-19 pandemic climate variable (X₁), discipline (X₂), and motivation (X₃) on employee performance (Y) is 14.766 > F table (2.70), while the magnitude of the significant value is 0.000. This explains that the end of the F test that was carried out was that the pandemic climate variable, discipline, and motivation had a very significant effect on employee performance variables simultaneously. Thus the results conclude that hypothesis 4 is accepted.

Determinant Coefficient

The value of the coefficient of determination generated in the regression model in this study can be seen in Table 6. The value of the correlation coefficient shows how closely the relationship between the independent variables (Covid-19 pandemic climate, discipline, and motivation) and the dependent variable (employee performance), where the correlation coefficient is 0.521. This value shows that the relationship between the Covid-19 pandemic climate variable, discipline, and motivation with the performance variable is close or strong, namely 52.1%.

Table 6. Coefficient of Determinants

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.521 ^a	.271	.253	2.846

The value of the coefficient of determination (R²) is used to measure how far the model's ability to explain the variation of the dependent variable or the dependent variable (Y) is the employee performance variable. The results of the SPSS calculation obtained an R² value of 0.271, which means that 27.1% of employee performance can be explained by the Covid-19 pandemic climate variables, discipline, and motivation. The rest, 72.9%, is influenced by other variables outside the model under study.

DISCUSSION

The Covid-19 pandemic climate does not positively affect employee performance based on the t-test results because the Covid-19 pandemic climate variable produces a t-count value of -1.025 which means it is smaller than the t table with a significance value of 0.307 > 0.05. The results of this study are different from Deni's research report (2018),

which states that the organizational climate influences the performance of employees in public services during the pandemic. It was also reported by Af Ida (2021) that the organizational climate during the Covid-19 pandemic had a positive influence on employee performance in WFH conditions. Asbari, Novitasari, & Goestjahjanti (2020) reported that the organizational climate situation influenced employee performance during the Covid-19 pandemic. The Covid-19 pandemic climate does not have a positive effect on employee performance, possibly due to low employee commitment to the organization so that employees do not feel responsible for improving performance, employees are still not aware of changes in performance between the pandemic and non-pandemic periods, job demands that have not inspired the climate pandemic, the completion of tasks that are not responsive to pandemic handling, between working during a pandemic and not having a pandemic does not have the effect of changing the way of working. The level of employee ability to establish working relationships with superiors and subordinates does not change during the pandemic, so it does not affect employee performance improvement during the Covid-19 pandemic. Af Ida (2021) stated that improving employee performance in the current pandemic climate is strongly influenced by employees' ability to establish work relationships. If there is a positive influence from the Covid-19 pandemic, it will improve performance, and vice versa; if there is no influence, employees tend to work with the organizational climate that has been formed previously.

Work discipline has no effect on employee performance based on the results of the t-test, which shows that the work discipline variable (X_2) produces a t-count value of 0.604 which means less than the t-table, and a significance value of 0.547, which is more than 0.05. As Af Ida (2021) reported, the results of this study show that work discipline does not affect employee performance. Employee discipline does not have an impact on employee performance; it may be influenced by employee laziness to innovate; employees feel that the discipline carried out has no implications for income because the income earned already has a standard as ASN between working and lazy to work has the same income implications, employees feel they are the organization pays attention to in terms of employee careers, there is no attention from the organization to improve competence through training and education. It is suspected that the field of work carried out is not by the field. As Irwanto & Melinda (2015) and Af Ida (2021) stated, employee discipline has no impact on employee performance if the employee feels that the expected needs are not being met, which makes the employee stay relaxed and has no effect on employee performance. This statement is also supported by the results of the Covid-19 pandemic climate t test on performance which has a negative value which explains that the pandemic climate has a negative effect on performance, or will worsen the performance of employees. Discipline that does not affect performance can also be influenced by the habits of employees who work, which have been regulated by work mechanisms and guidelines so that employees feel that their work is a responsibility. Conditions like this ultimately make employees feel accustomed to discipline, but it does not affect performance because discipline is a routine that must be carried out whether ordered or not ordered. This is as reported by Ardianto (2020) that employees who are

accustomed to working with discipline do not have implications for employee performance but on the creation of a conducive organizational climate, and this conducive organizational climate will improve employee performance.

Work motivation has a positive effect on employee performance as evidenced by the t-test results which show that the motivation variable produces a t count value of 5.538 which means more than t table, and a significance value of 0,000, which is less than 0.05. The results of this study are in accordance with those reported by Irwanto & Melinda (2015), Deni (2018), Basri & Kadir (2019), Danila & Riwukore (2019), and Riwukore & Habaora (2021) that performance motivation has a positive and significant influence on employee performance improvement. This motivation is probably based on the employee's perception that the work being done will affect the income earned because of the attention of superiors to improve employee careers for employees who excel, there is mutual respect and mutual motivation, the organization pays attention to improving employee competence through education and training, there is a preference for employees. To work done. As stated by Riwukore & Habaora (2021) and Af Ida (2021), the level of employee ability to understand the benefits of performance will affect employee motivation to support the creation of a conducive organizational climate to improve employee performance.

The Covid-19 pandemic climate, discipline, and motivation together (simultaneously) have a positive effect on employee performance, as seen from the results of the F count variable X_1 (Covid-19 pandemic climate), X_2 (discipline), and X_3 (motivation) on performance. (Y) is $14.766 > F$ table is 2.70, while the significant value is 0.000. Applying discipline and balance with support for work motivation will improve employee performance, especially during this Covid-19 pandemic. This is very much to the organizational climate conditions during the pandemic, which demands support for various aspects of carrying out activities. The pandemic climate related to this pandemic period requires flexibility in adjustment, appreciation for good work, and clarity of work. The flexibility of self-adjustment is the flexibility of employees to make adjustments to the implementation of tasks and the flexibility of employees to make adjustments to work procedures. Rewards for good work are organizational leaders who provide incentives providing normative recognition for those who do well. Job clarity is the clarity of job descriptions and clarity of the expected results from the implementation of tasks. If the things mentioned above can run well, it can improve employee performance. Thus, even during the Covid-19 pandemic, if it is supported by good work discipline and motivation, it will also improve employee performance. This is as reported by Basri & Kadir 2019), Ardianto (2020), Asbari, Novitasari, & Goestjahjanti (2020), and Af Ida (2021), that organizational climate factors during the Covid-19 pandemic, discipline, and motivation have an influence positive and significant to increase employee performance.

However, the Covid-19 pandemic climate, discipline, and motivation only affect 27.1% on improving employee performance, and factors outside the studied variables influence 72.9%. This is because the Covid-19 pandemic climate and discipline do not have a

significant effect on improving employee performance. The argument is that employees feel that there is a difference in achieving organizational goals between the period before and while the pandemic climate occurs, and changes only occur in completing tasks such as working from home or entering the office using part-time, but employees completing work on time. In addition, employees feel that as long as they work, they have complied with organizational guidelines, and discipline has become an employee habit. This is in accordance with Riwoke et al. (2021) statement that a well-maintained organizational climate does not affect the state of significant change if it is not supported by feedback (stimulus) that stimulates employee performance. Habaora (2020) states that one of the stimuli to increase employee morale is providing work motivation such as incentives, promotions, and compensation. Thus, other factors that need attention in improving employee performance are career development, increasing employee incentives, leadership style, commitment, etc.

CONCLUSION

Based on the results of the exposure and the results of data analysis in this study, it can be concluded that the Covid-19 pandemic climate and work discipline do not significantly affect the performance of employees. The variable that has a positive and significant effect on employee performance is motivation. However, simultaneously or together, the Covid-19 pandemic climate variables, discipline, and motivation positively and significantly influence employee performance. The existence of support for career advancement increased employee commitment, and compensation with the support of an appropriate leadership style will improve employee performance. These variables can be additional variables to complete this additional research.

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