The Effect of Leadership Style, Self-Efficiency, Work Environment and Work Motivation on Job Satisfaction During Covid19 Pandemic (Case Study of Lecturer of Manado State University)

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Abstract: *In the midst of the COVID19 pandemic era, it shows that many factors have changed for us to work in 2020. Some of the factors that influence us are leadership style, self-efficacy, work environment and work motivation. influence of leadership style, self-efficacy, work environment and work motivation on job satisfaction of Manado State University Lecturers. This research uses the independent variables of leadership style, self-efficacy, work environment and motivation and the dependent variable is job satisfaction. This research is quantitative methodology using multiple linear regression as data analysis technique where data is obtained by sharing questionnaires to 90 respondents. The population & sample is using Likert scale of all of Manado State University Lectures.*

Keywords: *Management Human Resources, Human Resources, Leadership Style, Self-Efficacy, Work Environment, WorkMotivation, JobSatisfaction*

PRELIMINARY

Human resources are the most important organizational assets, and make other organizational resources work (Simamora, 2006). Thus, without human resources other resources will be idle and less useful in achieving organizational goals. In this case, Manado State University as an organization. In achieving organizational goals, every organization needs resources to achieve them. These resources include natural resources, financial resources, scientific and technological resources, and human resources. Among these resources, the most important resource is human resources. Speaking of Manado State University, it is one of the top universities in North Sulawesi, which consists of 8 faculties. It is one aspect of human resources in North Sulawesi.This higher education is not only undergraduate (S-1) but also diploma, professional education, master (S-2), even doctorate (S-3). Meanwhile, the educational unit that organizes higher education is known as Universities (PT), both State Universities (PTN) and Private Universities (PTS). This college consists of several forms, namely: universities, institutes, high schools, polytechnics, academies, and community academies. Higher Education is a level of education after secondary education

which includes diploma programs, undergraduate programs, master programs, doctoral programs, and professional programs, as well as specialist programs, organized by universities based on the culture of the Indonesian nation. Higher Education has several functions, as stated in Law no. 12 of 2012 Article 4 that higher education has 3 (three) functions as follows: Developing capabilities and shaping the character and civilization of a dignified nation in order to educate the nation's life, Developing an innovative, responsive, creative, skilled, competitive, and cooperative academic community through the implementation of the Tridharma, and Developing Science and Technology by paying attention to and applying the values of the Humanities. In Pinatik's Research (2021) Transactional and Transformational Leadership on Job Satisfaction and Performance of Lecturers of the Faculty of Economics, Unima, showed that it had an effect on job satisfaction. Job satisfaction is one of the important factors in every job. Job satisfaction is the affective or emotional side. Job satisfaction is a person's emotional state, whether or not there is a meeting point between the value of remuneration for employees and the organization and the level of remuneration value that is indeed desired by the person concerned. Job satisfaction is basically a psychological aspect that reflects a person's feelings towards his work, he will feel satisfied with the suitability between his abilities, skills and expectations with the work he is facing. We can see here, to be able to develop further, it takes a leader who has a transactional leadership spirit, from the results of the interview we see that nowadays, the leadership style must adapt to the Covid-19 pandemic, there are still a few problems because most leaders still have senior and junior factors. in the educational environment,Leadership style is one of the important factors that influence the whole company to increase or decrease the quality of the company. The main reason why leadership style is an important factor for a group or organization to achieve its goals is because without good leadership it is impossible for a company to achieve its goals; even employee performance goes bad. One of the important factors that can indicate a company, whether it is a good company or a bad company. It is always based on the leader, who is accountable to the company. Good leaders are made, not born. So, leadership can be trained. Leaders must also inspire employees to a higher level of teamwork, there are certain things that leaders must, know, and do. It doesn't come naturally, but acquired through continuous work and study. Good leaders are constantly working and learning to improve their leadership skills. And a good leader has an idea of the good, the goals of each and are willing to stay focused on those goals, even in difficult times. Leaders must take good decisions in difficult times and be able to find solutions to solve problems in the company. A good leader must be original, care deeply about certain ideas that deserve strong attention and be a wise person. From the results of the interview, the researcher concluded that the basic difference was in the leadership style before and after covid19. And this was also acknowledged by several lecturers because the pandemic situation made it impossible to communicate much with the leadership and fellow lecturers to be able to complete tasks as lecturers at the Manado State University. Self-efficacy is a matter of the individual's perceived ability to cope with specific situations in connection with an assessment of the ability to perform an action related to a particular task or situation. Lecturers are required to be able to better master and carry out more challenging tasks and have a strong sense of commitment to the interests and realization of shared goals. So with the completion of the job, the level of satisfaction will increase. From the results of the interviews, the researchers concluded that there were those who did self-efficacy well but there were also those who were less due to family factors or old funding factors for managing files and reaching disbursement. The work environment is also very influential on job satisfaction by providing a comfortable, safe, and enjoyable work environment for employees, so the lecturers will feel satisfied with their work. The condition of the work environment certainly plays an important role in the good and bad quality produced by employees. If the work environment is good and the communication in it is quite smooth, then the resulting performance will certainly be maximized. On the other hand, if the work environment is not good, filled with chaos and unhealthy competition it will create saturation of the employees

which in turn will reduce work motivation and dissatisfaction at work. Wuwungan Research (2017). The results obtained that the work environment has a positive and significant effect on employee job satisfaction. Agbozo's research (2017) on The Effect of Work Environment on Job Satisfaction: Evidence from the Banking Sector in Ghana shows that the work environment has an effect on job satisfaction. That is why the results of the interview researchers found that there were circumstances where the pandemic forced us to carry out activities from home, and as a result there was a miscommunication because sometimes the network did not exist or was slow so that the meeting process did not go well. Motivation comes from the Latin word movere which means encouragement or moving. The importance of motivation because motivation is the thing that causes, distributes and supports human behavior, so that they are willing to work hard and enthusiastically to achieve optimal results. Motivation is increasingly important because the leader distributes work to his subordinates to be done well and integrated into the desired goals. Job satisfaction is an emotional attitude that is pleasant and loves his job. With the motivation to work, employees can feel satisfied with their work. Wuwungan Research (2017). The results obtained that the work environment has a positive and significant effect on employee job satisfaction. Dewi's research (2015) This study aims to examine the effect of work motivation on employee job satisfaction. The results of the analysis show that work motivation has an effect on job satisfaction. Sohail's research (2014) Effect of Work Motivation and Organizational Commitment on Job Satisfaction: (A Case of Education Industry in Pakistan) shows that work motivation has an effect on job satisfaction. Based on the interview, the researcher concluded that there was a decrease in work motivation due to the COVID-19 pandemic which made many out of town official activities have to be postponed and research that required fieldwork could not be carried out, of course, this had an impact on the economy of the lecturers at the Manado State University. From the results of the researchers' initial observations and interviews, there was dissatisfaction with the work of lecturers during the COVID-19 pandemic from 2020 to 2021. One respondent who also works as a lecturer at the Manado State University even said: "Online teaching is very inefficient, especially for practicum courses that require students to be in the laboratory", even for matters of student attendance during this pandemic period, it is very lacking because many students who return home and there is no internet available in their hometown. With this pandemic, there are so many obstacles that occur in the teaching and learning system at the Manado State University, as a result, as one of the duties of a lecturer's tri dharma, namely as a lecturer, he becomes dissatisfied due to online (online) factors". Haven't seen any technical issues in the working environment of Manado State University, such as the availability of campus wifi and water for practicum." This also happened when the researchers conducted interviews there. So based on the phenomenon and background description, the authors are interested in researching: "The Influence of Leadership Style, Self-Efficacy, Work Environment and Motivation on Job Satisfaction During the Covid-19 Pandemic (Case Study of Lecturers at Manado State University)"

LITERATURE REVIEW

2.1 Theoretical basis

2.1.1 Human Resource Management

The Grand Theory used for this research is Management. According to (Robbins & Coulter, 2010) management is the process of coordinating work through other people so that the work can be completed effectively and efficiently. Management is a special process by utilizing science and art which consists of: planning (planning), organizing (organizing), leadership (leading), supervision (controlling). According to (Griffin, 2015) management is a process of planning, organizing, coordinating, and controlling human resources within the organization to achieve organizational goals. The definition of management cited by Hasibuan (2012; 1) states "management is the science and art of managing the process of utilizing human resources and other resources effectively and

efficiently to achieve a certain goal". Then the definition of Management according to Arsyad (2002: 1) states "Management is a process in which a group cooperatively mobilizes its actions or work to achieve common goals. The process includes the techniques used by managers to coordinate the activities or activities of others towards the achievement of common goals. GR Terry (2010; 16) explains that "Management is a distinctive process consisting of planning, organizing, mobilizing, and controlling actions to determine and achieve goals through the use of human resources and other resources". Based on the definitions above, it can be concluded that management is a science, art and process of activities carried out in an effort to achieve common goals by optimally managing human resources and other resources through cooperation between members of the organization. According to Robbins & Coulter (2010) explains that management has 4 main functions, namely:

1. Planning (Planning), determine direction, set organizational goals, and assist the organization in making decisions in the future.

2. Organizing, coordinating all human resource activities and grouping all human resource activities within the organization.

3. Leadership, a series of activities carried out by the organization in leading and motivating its human resources for the benefit of the organization.

4. Controlling, an activity that monitors the progress of the organization and ensures that progress is in accordance with what the organization expects.

Experts have different views in defining Human Resource Management (HR). However, in general, the essence of understanding put forward by experts has the same purpose. Definition of Human Resource Management according to Handoko in. Rachmawati (2007: 3): "Human Resource Management is a process of planning, organizing, directing and supervising the activities of procurement, development, compensation administration, integration, maintenance and disposal of human resources in order to achieve various goals of individuals, organizations and society" . Another interpretation of Human Resource Management, according to Sadili Samsudin (2006:22): "Human Resource Management is an activity carried out so that human resources in the organization can be used effectively and efficiently to achieve goals". "HRM is a strategic approach to managing employment relationships that emphasizes that leveraging people's capabilities is critical to achieving competitive advantage, this is achieved through an integrated set of policies, programming and employment practices" (Bratton and Gold 2007: 7). Although there is no consensus on the definition or characteristics of HRM, it can be seen from the above definition that HRM is a combination of people-oriented management practices that view employees as assets, not costs; and its main objective is to create and retain a skilled workforce committed to gaining a competitive advantage. Another understanding of Human Resource Management according to Gomes (2003:2): "Human Resource Management is managing human resources from all available resources in an organization, both public and private organizations, human resources are the most important and crucial "

2.1.2 Job Satisfaction

According to Abdurrahmat (2006) job satisfaction is a form of emotional attitude that is pleasant and loves the work he is doing. Job satisfaction in work is job satisfaction that can be enjoyed at work by getting results from achieving work goals, placement, treatment, and a good work environment. Employees who can enjoy job satisfaction in this job, will choose to prioritize their work rather than the remuneration/wages they get from the job. According to Robbins and Judge (2015: 78) job satisfaction is "a general attitude towards a person's work that shows the difference between the number of awards workers receive and the amount they believe they should receive".

2.1.3 Leadership Style

The concept of leadership was originally developed in folk psychology to explain the factors of social influence on groups (Jaskaran & Sri-Guru, 2014). Leadership is the process by which a person exerts influence over people and inspires, motivates, and directs their activities to help achieve group or organizational goals (Jones & George, 2004). Leadership is basically a process in which one individual or sometimes a small group of individuals influence the efforts of others towards the achievement of goals in a certain set of circumstances (Cole, 2005). Eze (2010) defines leadership as possession by a person of the ability to get others to play with and to say the least, 'obey him'. Iheriohanma (2009) sees leadership as a person's ability to lead. He argues that leadership functions in contexts and situations. Irvan at el (2019) states that leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader Ng 'ethe, Mike and Namasonge (2012) considers leadership as a relationship in which one person influences the behavior or actions of others for the purpose of achieving goals and to maximize results in the organization.

2.1.4 Self Efficacy

Self-efficacy has effectiveness, namely the individual is able to assess himself as having the power to produce something he wants. The high perceived self-efficacy will motivate individuals cognitively to act appropriately and directed, especially if the goal to be achieved is a clear goal. Self-efficacy is always related and has an impact on the choice of behavior, motivation and individual determination in dealing with every problem. Self-confidence is a part of self that can affect the type of activity chosen, the amount of effort that will be made by the individual and patience in the face of difficulties. Efficacy will determine success or failure in displaying a behavior and will subsequently affect a person's self-efficacy. If a person experiences success, his self-efficacy will increase, and high self-efficacy will motivate individuals cognitively to act more diligently and especially if the goals to be achieved are clear. Baron and Byrne (2003) reveal that self-efficacy is a person's evaluation of his ability or competence to perform tasks, achieve goals or overcome obstacles. Belief or what is called self-efficacy is self-perception about how well one can function in certain situations. Self-efficacy or self-efficacy is related to the belief that oneself has the ability to take the expected action. Self-efficacy is also a self-assessment, whether one can take good or bad actions, right or wrong, can or cannot do as required. So it can be seen that self-efficacy describes the assessment of self-ability (Alwilsol, 2004).

2.1.5 Work environment

The work environment in a company is very important for management to pay attention to. Although the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process. The work environment is an atmosphere where employees carry out activities every day. A conducive work environment provides a sense of security and allows employees to work optimally.

If the employee likes the work environment in which he works, then the employee will feel at home at work, carrying out his activities so that work time is used effectively. On the other hand, an inadequate work environment will reduce employee performance. According to (Nitisemito in Nuraini 2013: 97) the work environment is everything that is around employees and can influence in carrying out the tasks assigned to them, for example with an air conditioner (AC), adequate lighting and so on. According to (Simanjuntak, 2003:39) the work environment can be interpreted as the overall tooling faced, the surrounding environment in which a person works, the method of work, as the influence of his work both as individuals and as groups. The work environment in a company needs to be considered, This is because the work environment has a direct influence on

employees. A conducive work environment can improve employee performance and vice versa, an inadequate work environment will reduce employee performance. The condition of the work environment is said to be good if humans can carry out activities optimally, healthy, safe and comfortable. The suitability of the work environment can be seen as a result in the long term. An unfavorable work environment can demand more labor and time and does not support obtaining an efficient work system design. According to Robbins (2010) the environment is the institutions or external forces that have the potential to affect organizational performance, the environment is formulated into two, namely the general environment and the special environment. The general environment is anything outside the organization that has the potential to influence the organization. This environment is in the form of social and technological conditions. While the special environment is the part of the environment that is directly related to the achievement of the goals of an organization.

2.1.6 Work motivation

Motives are often termed impulses. The urge or energy is a movement of the soul and body to act, so that the motive is a driving force that moves people to behave and in their actions they have a specific purpose. Motivation can simply be interpreted as "Motivating" which implicitly means that the leader of an organization is in the midst of his subordinates, thus can provide guidance, instruction, advice and correction if needed. Motivation is a process that plays a role in the intensity, direction, and duration of individual efforts towards achieving goals. (Robbins, 2008:214). Bode et al (2011) Motivation is the willingness to expend a high level of effort for organizational goals conditioned by the ability of that effort to meet some individual need. Motivation refers to the amount of force that generates, directs and sustains effort in a particular behavior. Motivation is a summary concept that we use to explain certain observed behavioral patterns. Work motivation is something that gives rise to encouragement or enthusiasm for work. Or in other words, it is a driving force for work morale (Indy and Handoyo, 2013). Work motivation is the background of individual behavior in the organization. Individual and organizational goals can be achieved simultaneously. Work motivation is anything that creates passion, desire, desire and energy from within a person that influences and directs and maintains his behavior to achieve the desired goals, in accordance with the scope of work. Motivation is defined as the encouragement of individuals to take action because they want to do it, if individuals are motivated, they will make positive choices to do something, because it can satisfy their desires.

RESEARCH METHODS

4.1   Types of research

This research uses associative research. Associative research is research that aims to determine the influence or relationship between two or more variables (Sugiyono, 2013). In this study the associative in question is the influence of self-confidence, self-efficacy, work environment and work motivation on job satisfaction of lecturers at the Faculty of Economics and Business, Sam Ratulangi University, Manado.

4.2   Research Location and Object

The object of this research is a lecturer at Manado State University. The length of time used to conduct research is 1 month, with details of collecting information about the object, collecting literature and empirical studies, distributing questionnaires and analyzing data.

4.3   Population and Sample

According to Sugiyono (2017) Population is a generalization area consisting of subjects who have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The research population is all lecturers at Manado State University. The following is

the total population in this study:

Table 4.1 Research Population

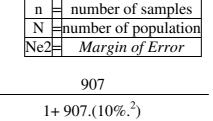| No	Faculty	Amount	Percentage (%)
1	faculty of Science Education (A)	11	1.2%
2	Faculty of Science Sports (B)	51	5.6%
3	Faculty of Social Sciences (C)	112	12.3%
4	Faculty of Mathematics and Science (D)	125	13, 7%
5	faculty of Language and Art (E)	136	14.9%
6	Faculty of Economics (F)	195	21.4%
7	Faculty of Engineering	121	13.3%
8	Teacher Profession Program	156	17.1%
	Amount	907	100%

Source: Manado State University Website(2021).

The population in this study amounted to 907 respondents

The sample size in this study was determined by a sample proportion that was determined beforehand by the number of samples using the slovin formula (Sugiyono, 2014:65):

$$n = \frac{N}{1 + Ne^2}$$

Information:

n	=	number of samples
N	=	number of population
Ne2	=	*Margin of Error*

$$n = \frac{907}{1 + 907.(10\%.^2)}$$

n= 907 / 10.07 = 90.06 rounded to 90 respondents

4.6   Data analysis technique

Because this study is a quantitative study, the data obtained from the respondents through the questionnaire was coded according to a Likert scale of 1

– 5, and then tabulated using statistical analysis with SPSS computer program. The collected data were analyzed using Multiple Linear Analysis Techniques, by first testing the classical assumptions.

4.6.1   Classic assumption test

To test the feasibility of the regression model used, it must first meet the classical assumption test. The classical assumption test in this study consisted of normality test, heteroscedasticity test. Ulcholinearity test and autocorrelation test.

DISCUSSION

5.1.   The Effect of Leadership Style on Job Satisfaction

The results showed that leadership style had no significant positive effect on the job satisfaction of Manado State University Lecturers during the pandemic. This means that every time there is an increase in leadership style, job satisfaction will increase but not significantly. Lecturers with good

leadership styles are not always able to make their fellow lecturers satisfied with their work because they have to work from home, which automatically creates a distance between lecturers and other lecturers. In "Ajay K. Garg, D. Ramjee (2013), this study found that transformational leadership behavior was positively related to affective, continuance and normative commitment, although not very strongly. This means that leadership behaviors that involve fostering trust, inspiring a shared vision, generating enthusiasm, encouraging creativity, providing coaching and acknowledging achievements, has some impact on how employees feel about wanting, needing, or feeling obligated to remain with the organization. The more they show this behavior, the more employees want, need, or feel obliged to stay," meaning that in contrast to the results of research at the Manado state university during the COVID-19 pandemic, it turns out that the transformational leadership style has no significant effect. Leadership style is one of the important factors that influence the whole company to increase or decrease the quality of the company. The main reason why leadership style is an important factor for a group or organization to achieve its goals is because without good leadership it is impossible for a company to achieve its goals; even employee performance goes bad. One of the important factors that can indicate a company, whether it is a good company or a bad company. It is always based on the leader, who is accountable to the company. Leaders must also inspire employees to a higher level of teamwork, there are certain things that leaders must, know, and do. This does not come naturally, but is acquired through continuous work and study. Good leaders are constantly working and learning to improve their leadership skills. And a good leader has an idea of the good, the goals of each and are willing to stay focused on those goals, even in difficult times. Leaders must take good decisions in difficult times and be able to find solutions to solve problems in the company. A good leader must be original, care deeply about certain ideas that deserve strong attention and be a wise person. In.

5.2. The Effect of Self-Efficacy on Job Satisfaction

The results showed that self-efficacy had a significant positive effect on the Job Satisfaction of Manado State University Lecturers. This means that every time there is an increase in the self-efficacy of the lecturer, job satisfaction will increase. Lecturers with good self-efficacy tend to be satisfied with the work they are doing even during this pandemic. In the research "Salangka (2017), the results show that simultaneously Self efficacy, Self Esteem and Work Environment have an effect on employee job satisfaction, partially Self Efficacy, Self Esteem and Work Environment have a positive and significant effect on job satisfaction.

PT. PLN should create a conducive working atmosphere so that employees will feel at home working and will make the performance of employees increase" meaning the same as the results of research by researchers at Manado State University.

Self-efficacy is a matter of the individual's perceived ability to cope with specific situations in connection with an assessment of the ability to perform an action related to a particular task or situation. Lecturers are required to be able to master and carry out more challenging tasks and have a strong sense of commitment to the interests and realization of shared goals. So that with the completion of the job, the level of satisfaction will increase.

5.3. The Effect of Work Environment on Job Satisfaction

The results showed that the work environment had a positive and insignificant effect on the job satisfaction of Manado State University Lecturers during the pandemic. This means that every time there is an increase in the work environment, job satisfaction will increase but not significantly. With a work environment that only works from home, lecturers at Manado State University tend to be dissatisfied with their work. Moreover, there are some practical courses that are difficult to teach only online without direct practice. In "Pawirosumarto (2016) the results show that the work environment, leadership style and organizational culture have a positive and significant effect on

job satisfaction, but only leadership style has a positive and significant effect on employee performance. Job satisfaction does not have a significant and positive effect on employee performance and is not a mediating variable. Originality / value - As his findings show, the role of a leader in the hospitality industry, in this case the general manager (gm), is critical. Without quality GM, job satisfaction and organizational culture will not be achieved" meaning that in the research the researcher differs from previous research which shows that the work environment does not have a significant effect on job satisfaction.

5.4.   The Effect of Work Motivation on Job Satisfaction

The results showed that work motivation had a significant positive effect on the job satisfaction of Manado State University lecturers. This means that every time there is an increase in work motivation from lecturers, job satisfaction will increase. Lecturers with good work motivation tend to be satisfied with the work they do, even during a pandemic like now. With this pandemic situation, lecturers are required to be able to motivate themselves in order to achieve job satisfaction with good results. This means that lecturers who have 2x extra motivation in this pandemic situation will tend to be more satisfied with the work they are doing. In "Suhartono (2015) the results of multiple linear regression analysis show that work motivation factors together have a significant impact on job satisfaction and only salary and job security factors individually have a significant impact on job satisfaction. Researchers have also given several suggestions to company XY to increase job satisfaction at company XY, meaning the same as the results from research at Manad State University where work motivation has a significant effect on job satisfaction.

CONCLUSION

The following are the conclusions obtained from the results of this study as follows:

1. Leadership style has no significant positive effect on the Job Satisfaction of Manado State University Lecturers.

2. Self-efficacy has a significant positive effect on the Job Satisfaction of Manado State University Lecturers.

3. The work environment has no significant positive effect on the Job Satisfaction of Manado State University Lecturers.

4. Work motivation has a significant positive effect on the Job Satisfaction of Manado State University Lecturers.

5. Leadership Style, Self-Efficacy, Work Environment and Work Motivation have a significant positive effect on the Job Satisfaction of Manado State University Lecturers.

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