

## Conference Paper

# Post-Covid-19 Leadership Performance: A Proposed Study

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**Abstract.**

The progress of the organization is greatly influenced by the performance of employees. With the *Covid-19 pandemic* where companies have to change work system patterns and limit work time and processes to be able to survive in difficult times. This is important to do so that employee performance can be achieved as expected. Various literatures discuss a lot about the factors that affect employee performance. This research is important to do with the aim of knowing the influence of leadership style, workload and *burnout* on employee performance. The research method used in this study uses a quantitative causal approach with *Likert* scale measurements that are distributed to respondents through questionnaires. The role of the leader is one of the determining factors for the rise or fall of the performance of garment industry employees in Tangerang Regency. The workload felt by garment industry employees in Tangerang Regency makes employees complain about the workload being too heavy. With a high workload, employees feel physically and psychologically exhausted; therefore, employee performance is less than optimal. This research still has to be studied in depth and proven by data processing to find out how much influence leadership style, workload, and *burnout* have on the performance of garment industry production employees in Tangerang Regency and it is necessary to carry out a more detailed data analysis process to be able to produce optimal studies.

**Keywords:** leadership style, workload, burnout, employee performance


## 1. Introduction

Human resources are one of the factors of production that determine the success of production in the achievement of organizational goals. Human resources must be managed as well as possible to improve the effectiveness and efficiency of the company. The human resources in question are the role of humans, namely employees, who will play a very important role in the production process. Employees are the most important element in determining the progress of a company because they have expertise, abilities and skills. To achieve this goal, the company urgently needs competent and qualified human resources. To obtain qualified human resources, companies must be able to

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assess employee performance [1]. The goal of the company is to make a profit and perform its functions smoothly and continuously. With regard to the achievement of such goals, a highly motivated and professional workforce is needed to achieve the goals that have been set. Companies that survive have proven to be high-performing in relation to trusted talent because one of the most important and determining factors of an organization's success or failure is the human resources factor [2].

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned [3]. The company must be able to improve the performance of employees at work. But in terms of improving employee performance is not so easy. Many factors affect it and of course become a problem that is often faced by companies. It is these factors that should be of particular concern to each company for the survival of the company and to maintain the quality of its human resources [4].

*The Covid-19 pandemic* that occurred in 2020 greatly paralyzed international economic activity, including Indonesia. Many companies must find the best way to save the company's survival to keep the production process running. However, not a few companies also have to go out of business because they cannot continue the production process due to pandemic conditions which greatly make their activities limited. It's a "chore" for companies to stay afloat even though the pandemic hasn't completely gone away. By maintaining the production factors owned, especially qualified human resources. Then companies that are still able to survive will still be able to run their business optimally in accordance with existing limitations.

The leadership style possessed by a leader is what determines the success of an enterprise in achieving organizational goals. Each leader has a different leadership style according to the chosen basis in the tasks he has to perform as a company leader [5].

Another factor that can affect employee performance in addition to leadership style is workload. Where this workload can be a determining factor in whether employee performance improves or not. As a good leader, it is very necessary to understand how subordinates are able to complete the work they do. In addition, the work environment is very influential as a support for employees in completing their responsibilities.

*Burnout* is one of the factors that can affect employee performance, where this fatigue is caused by employee work capacity that exceeds the specified target limit, employees are required to achieve maximum work results, employees are required to be able to complete their work with a very close export time. In the world of work, burnout is a term related to work stress. Burnouts is a condition in which an employee suffers from chronic burnout, boredom, depression and eventually quits his job [6].

## 2. Method

The method used in this study uses a quantitative causal approach. The causal quantitative methodology is related to the understanding of observed phenomena by finding and measuring the causal relationship between variable X and variable Y. This study explains the relationship of influencing and being influenced by the variables studied: the influence of leadership style variables, workload variables, and burnout variables on employee performance variables. In this study, the authors wanted to see how leadership style, workload, and burnout affect the performance of employees of the garment industry production department in Tangerang Regency.

The measurement scale used in this study used a *likert scale*. The *likert* scale is a scale used to measure the attitudes, opinions, and perceptions of individuals or groups of people regarding a phenomenon. This *likert* scale was used in research that was shared with respondents through questionnaires.

Research conducted on companies engaged in the garment industry located in Tangerang Regency, is a company that produces apparel where export commodities of the goods produced are sent to various countries in the world. Human resources are a very important determining factor for the sustainability of the company, especially employees who are on average women. Employees have a role that is directly related to the sustainability of the company to produce quality products. So that human resource management must be really mature. The population in this study was employees of the garment industry production department in Tangerang Regency, which numbered 700 people.

The data collection technique used in this study was to use questionnaires. A questionnaire is a data collection technique that presents a respondent with a series of written statements to answer. In this study, researchers distributed questionnaires to employees of the garment industry production department in Tangerang Regency. Either disseminate the questionnaire directly by providing questionnaire sheets to respondents or through online such as google form.

## 3. Results and Discussion

The performance of an organization is largely determined by its employees where employees who have duties and responsibilities in accordance with their abilities can support the progress of the organization. So that employees with a fairly high workload can affect job satisfaction and employee performance. In some literature there is an

influence of leadership on performance [7,8]. In leading, a leader has his own style that is influenced by character, education and environment. Leadership style is the style used by a leader to lead an organization by using the resources that exist in the organization to achieve organizational goals. Human resources are one of the resources in the organization that can be utilized by leaders to achieve organizational goals. Workload affects performance. Employees who get a heavy workload will cause the work efficiency of an employee to be suboptimal and have an impact on their performance which decreases due to the large amount of work that must be carried by the employee. And fatigue affects performance. Burnout can cause workers to experience mental burnout, loss of commitment and decreased motivation over time. Employees who feel burnout will experience decreased job satisfaction, deteriorating performance and decreased productivity. Research in the form of a study proposal, this needs to be proven by data processing. By disseminating questionnaires and testing them with testing tools.

Based on the above discussion, the tentative hypothesis is:

1. Leadership style, according to Gandolfi and Stone [7], Anggraini and Sunrowiyati [8] Leadership style is the behavior or actions of a leader in carrying out the tasks of managerial work. According to Jamaludin [9] and Hanafi et al. [10] it says that leadership style is a way for leaders to influence their subordinates expressed in the form of patterns of behavior or personality. The role of the leader is one of the determining factors for the rise or fall of the performance of garment industry employees in Tangerang Regency. If the leader is able to set a good example and high motivation, employees will be enthusiastic in working and feel comfort and there is no element of coercion in carrying out their duties and responsibilities so that employee performance increases and work results are achieved optimally.

**H1: Leadership style has a positive effect on employee performance.**

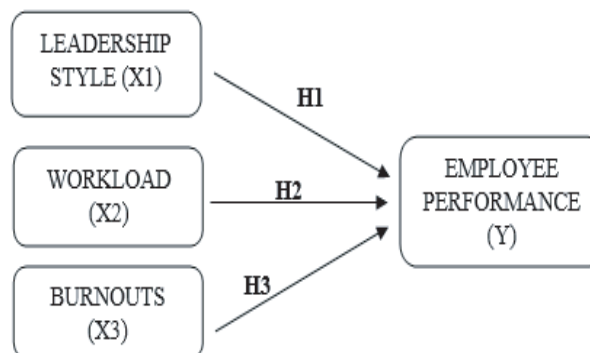
2. Workload, according to Hanafi et al. [10] says that workload can be defined as the average frequency of employee activity at a given time. According to Soekarso [11] it is said that Permendagri No. 12/2008 states that workload is the amount of work that must be done by a unit of position / organization and is the result of doubling the volume of work with time norms. The workload felt by employees of the garment industry in Tangerang Regency makes employees complain about the workload being too heavy so that employees are exhausted because they have to be chased by targets every day with very close export times due to obstacles in the

production process. The higher the perceived workload, the lower the employee's performance [12,13].

**H2 : Workload negatively affects employee performance.**

3. *Burnouts*, according to Rolos et al. [14], *Burnouts* is a very low physical, emotional and mental condition caused by very demanding working conditions over a long period of time. *Burnout* is a symptom of emotional exhaustion, this is due to the high demands of the work that are often experienced by working individuals in situations where the needs of many people must be met. With a high workload, employees feel physically and psychologically exhausted, so work becomes less than optimal. The higher the *burnout* that occurs in garment industry employees in Tangerang Regency, the more employee performance decreases.

**H3 : Burnout negatively affects employee performance.**



**Figure 1:** Conceptual Framework.

Based on research in the field, researchers see phenomena that need to be studied in depth to find out how the influence of employee performance that occurs is seen from the factors of leadership style, workload and *burnout* so that it has an impact on work results. Where from the variables that researchers do later can answer how much influence employee performance has in making employee work performance decrease or increase in completing work.

## 4. Conclusion

This research still has to be studied in depth and proven by data processing to find out how much influence leadership style, workload and *burnout* have on the performance of garment industry production employees in Tangerang Regency and it is necessary to carry out a more detailed data analysis process to be able to produce optimal studies.

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