

# TANJUNG PINANG CITY GOVERNMENT'S EFFORTS TO IMPROVE CIVIL SERVANT PERFORMANCE DISCIPLINE DURING THE COVID-19 PANDEMIC (CASE STUDY OF THE TANJUNG PINANG BKPSDM)

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## Abstract

This research aims to examine the influence of transformational Pandemic Covid-19 on employee performance in the Tanjungpinang City Government with a mentality of being ready to change as a mediator. The data were collected through simple random sampling technique and the results of a questionnaire that returned and were valid for 50 samples. The data were processed by the SEM method using SmartPLS 3.0 software. From the results of this research, it is concluded that Pandemic Covid-19 has no significant effect on employee performance, but transformational Pandemic Covid-19 has a significant and positive effect on the mentality of being ready to change as a mediator. This research also concludes that a mentality of being ready to change has a significant and positive effect on the relationship between transformational Pandemic Covid-19 and employee performance. The mentality ready to change in this study serves as a full mediator. This new research proposes a model for building employee performance among Tanjungpinang City Government through the development of transformational Kepemimpinan practices with a change-ready mentality as a mediating variable. This research can pave the way for developing a ready-to-change mentality in employees and get finished all the jobs.

**Keyword:** *Pandemic Covid-19; performance dicipline; transformational Pandemic Covid-19*

## 1.INTRODUCTION

The fourth industrial revolution was a phenomenon that could never have been avoided anymore. The company needs to have a strategy that is able to carry out transformation and innovation in order to deal with it. This is so that the legality and organization that has been built is not infatuated by global competition and hampered by its development due to late anticipation (Asbari, 2015; Goestjahjanti et al., 2020; Hutagalung, Asbari, et al., 2020; Sudiyono et al., 2020; Yuwono, Novitasari, et al., 2020). need to have an integral road map so that the direction of development of bsinis bias is clearly visible. Among the strategies that are urgent to note is the readiness for change in each organization, more so on the global organization. Today's global competition ensures a mentality ready to change without a break from every person in the industry. The pandemic condition of Corona virus Disease (Covid-19) that is whacking the world, no exception indonesia, undoubtedly changes the situation and condition of the latest bsinis (Gazali et al., 2020; Novitasari, Sasono, & Asbari, 2020; Novitasari, Sasono, Santoso, et al., 2020; Novitasari & Asbari, 2020; Yuwono, Wiyono, et al., 2020). Therefore, management is obliged to implement practical and strategic measures to bring the organization out of the crisis that nearly drowned out some of the legitimates who did not prepare properly.

There is no denying that Indonesians have a strong spirit of patronization. Therefore, paying attention to the phenomenon of Leadership in every social unit of society, especially in bsinis organsation becomes important and precarious (Hutagalung, Sopa, et al., 2020; Novitasari, Asbari, Sutardi, et al., 2020; Novitasari, Asbari, Wijaya, et al., 2020; Novitasari, Hutagalung, Nugroho, et al., 2020; Silitonga et al., 2020). However, in the field of research it was found that transformational Leadership practices did not have a significant impact on employee performance, as some of the following research: (David et al., 2017; Eliyana et al., 2019; Khalifa Elgelal & Noermijati, 2014; Makena, 2017; Monoyasa et al., 2017; Princess & Soedarsono, 2017; Siswatiningsih et al., 2019).

Research (Holt et al., 2007) concludes that a ready-to-change mentality is a multidimensional mentality influenced by employees' belief that (a) they are able to implement

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proposed changes (i.e., change efficacy), (b) proposed changes to the organization's goals (i.e., appropriateness), (c) leaders committed to proposed changes (i.e., management support), and (d) proposed changes beneficial to members of the organization (i.e., personal benefits). Still according to (Holt et al., 2007), indicators that can be used to measure the high low mentality ready to change in employees include: 1) Employee confidence that the proposed changes will be appropriate for the organization; 2) Employee confidence that the organization will benefit from the implementation of changes; 3) Employees will believe there are good reasons for change and the need for proposed changes; 4) Employees focus on the benefits of changes to validity; 5) Employee's confidence in his/her ability to implement the desired changes; 6) Employees feel that leaders and management within the organization have a commitment and support the implementation of the proposed changes; 7) The employee feels that he or she will benefit from the implementation of the proposed changes.

In order to prepare employees to be ready to change, an understanding of how can be used in fostering a ready-to-change mentality. There are two things that organizations can do to form a ready-to-change mentality and solve problems due to refusal to change (Banjongprasert, 2017). (Hadiyani, 2014; Pramadani, 2012) revealed that organizational commitment can affect the mentality ready to change. The organization's commitment is the desire to remain a member of the organization, trust and acceptance of the organization's values and objectives and willingness to do its best for the benefit of the organization. In addition, employee engagement has a role to play in the successful implementation of organizational changes, especially large-scale one involving all elements of the organization. Employees involved in the organization's activities will tend to support the course of organizational change and are ready to change.

Performance is the behavior of how targets are successfully achieved (Armstrong & Taylor, 2014). Performance is a goal-oriented process that is directed to ensure that organizational processes are in place and can maximize the productivity of employees, teams, and finally, organizations. In other words, performance is what employees do or don't do (Luthans, 2005). In order to know the performance of employees in an organization, certain aspects are required. Performance is influenced by work-related variables including role-stress and work/non-work conflicts (Babin & Boles, 1998). There are several criteria in measuring performance, namely: Quality, quantity, timeliness, cost effectiveness and inter-personal relationships (Bernardin & Russel, 1993). Meanwhile (Mathis & Jackson, 2002) mentions that employee performance has several elements, namely: quantity, quality, accuracy, presence, cooperation ability, and loyalty.

Holt, et al (2007) defines a ready-made mentality as the belief of employees that they are able to implement proposed changes (self-efficacy), proposed changes appropriate for appropriateness, leaders are able to commit to proposed changes (management support), and the proposed changes will be able to benefit members of the organization (personal benefit). From Holt's explanation, et al (2007) an employee who is declared ready to change will demonstrate the behavior of accepting, embracing, and adopting the plan of change made. Before the employee is in a ready position, the employee reflects on the content, context, process, and attributes of the individual to perceive and trust the changes that the organization will make. The ready mentality turned out to be an important factor in creating a successful change (Armenakis, et al 1993). It can be shown that when changes are made there will be two attitudes that are positive and negative. Positive attitudes are indicated by a ready-to-change mentality and negative attitudes indicated by a rejection of change. Creating a positive attitude within employees can be done by creating a mentality ready to change in the employee so that the changes made can achieve the expected success.

*H1: A ready-to-change mentality has an effect on employee performance*

## 2.METHOD

The method used in this research is a quantitative method. Data collection was conducted by circulating the questionnaire to all civil servants in tanjungpinang city government in this case study at the Tanjungpinang City Staffing and Human Resources Development Agency. Instruments used to measure performance enhancement are adapted from (Bogler, 2001) using 5 items (TL1-TL5). The ready-to-change mentality is adapted from (Holt et al., 2007) using 7 items (RTC1-RTC7). Employee performance is adapted from (Bernardin & Russel, 1993) using 6 items (WP1-WP6). Bias research model 1. Polls are designed to be closed except for questions/statements about the identity of respondents in the form of semi-open polls. Each closed question/statement item is given five answer options, namely: strongly agree (SS) score 5, agree (S) score 4, neutral/ hesitant (N) score 3, disagree (TS) score 2, and strongly disagree (STS) score 1. The method for processing data is by PLS and using SmartPLS software version 3.0 as its tool. The population in this research is an employee of one of the Agencies in tanjungpinang city government which number 50 people. Questionnaires are disseminated with simple random sampling techniques.

### 3.RESULT AND DISCUSSIONS

The testing phase of the measurement model includes convergent validity testing and discrimination validity. While to test construct reliability in this study used composite reliability and cronbach's alpha values. Pls analysis results can be used to test the research hypothesis if all indicators in the PLS model have qualified convergent validity, decrimination validity and reliability test. The convergent validity test in this study was conducted by looking at the loading factor value of each indicator against its construct. In most references, a factor weight of 0.5 or more is considered to have validation strong enough to explain a latent construct (Chin, 1998; Ghozali, 2014; Hair et al., 2010).

Discriminant validity is performed to ensure that each concept of each latent variable is different from other latent variables. The model has good discriminant validity if the ave squared value of each exogenous construct (value on diagonal) exceeds the correlation between the construct and the other construct (value below diagonal) (Ghozali, 2014). The result of discriminant validity testing is to use ave squared values.

### 4.CONCLUSION

Based on the results of this research, there will be some results on the Influence of Covid-19 Pandemic with the performance given by tanjungpinang city government employees. But. There is an interesting thing that is biased to be noticed from the results of this research, that in the era of covid-19 pandemic, the performance given by employees will have a positive influence on the mentality ready to change.

On the other hand, performance discipline is able to have a significant and positive influence on the mentality ready to change in employees in this covid-19 pandemic, why is that? The answer is, in disciplinary practice, there is a dimension of precision and influence that is very dominant. In addition, the motivation given by transformational leaders gives confidence that post-pandemic, the company will have even more performance because it is able to see new opportunities in the future. In addition, the research found evidence that a ready-to-change mentality can be a full mediation of the relationship between employee discipline and employee performance.

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