International Journal of Health, Economics, and Social Sciences (IJHESS)
Vol. 6, No. 2, April 2024, pp. 438~448
DOI: 10.56338/ijhess.v6i2.5102
Website: https://jurnal.unismuhpalu.ac.id/index.php/IJHESS

Adaptive Leadership and New Normal Work Environment on the Performance of National Police Health Center Employees in the Covid 19 Pandemic Era

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Article Info

Article history:

Received 27 February, 2024
Revised 18 March, 2024
Accepted 4 April, 2024

Keywords:

Adaptive Leadership;
New Normal Work Environment;
Employee Performance

ABSTRACT

The National Police Medical and Health Center (Pusdokkes) is the supervisor of the Police Medical and Health function at the National Police Headquarters level which is the spearhead in realizing health insurance for National Police/ASN personnel and their families as well as the general public. The performance of employees in government-owned public service organizations, in fact, cannot be measured materially or financially, but can be seen in the completion of the existing volume or workload, quality of service and timeliness by using resources to achieve organizational goals that are in line with the field of work carried out. by employees. The research aims to determine the influence of Adaptive Leadership and the New Normal Work Environment on the Performance of National Police Health Center Employees in the Covid 19 Pandemic Era. This research uses Quantitative. The results of this research show that Adaptive Leadership and the New Normal Work Environment have an influence on the Performance of National Police Health Center Employees in the Covid 19 Pandemic Era.

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INTRODUCTION

The determination of the Covid-19 pandemic status by the World Health Organization as a result of the spread of the virus increasing significantly and sustainably globally in almost all countries in the period 2020 to 2023, was also responded to by the Indonesian Government with Presidential Decree Number 12 2020 concerning the Determination of the Non-Natural Disaster of the Spread of Corona Virus Disease 2019 (COVID-19) as a National Disaster. Furthermore, the President formed a Task Force for the Acceleration of Handling Covid-19 in order to coordinate the capacity of the Central and Regional Governments to immediately implement efforts to handle the Covid 19 pandemic in Indonesia. The conditions of the Covid 19 pandemic have changed the order of human life which is termed the new normal order of life, starting from the situation The health crisis has become an economic crisis and includes increased performance demands as well as the necessity to implement a new normal work environment, especially in various agencies involved in handling the Covid 19 pandemic in Indonesia.

The National Police Medical and Health Center (Pusdokkes) is the supervisor of the Police Medical and Health function at the National Police Headquarters level which is the spearhead in realizing health insurance for National Police/ASN personnel and their families as well as the general public. The existence of the National Police's medical and health technical functions is held in 34 regional police health departments, including: 58 Bhayangkara hospitals at various levels and 548 first level health facilities (FKTP) located at police stations throughout Indonesia.

The role of the National Police Health Center in handling the Covid-19 pandemic has become a real contribution from the National Police in the National System for Handling the Covid 19 Pandemic together with related Stakeholders. The deployment of health/non-health personnel, vaccines, medicines, medical equipment, health facilities and activity implementation program strategies in order to achieve national vaccination targets is a form of improving the performance of the National Police Health Center organization in the era of the Covid 19 pandemic. Success in realizing performance achievements in work environment conditions The new normal that has been achieved by the National Police Health Center is inseparable from the implementation of an optimal Human Resources Management System in the ranks of the National Police Health Center by prioritizing reliable leadership and maximizing organizational opportunities. Identifying various aspects that influence the performance of the National Police Health Center employees is an interesting study, especially in health crisis situations. national issues that have occurred in Indonesia, have had an impact on demands for increased performance of the National Police Health Center organization as the front guard agency in handling the Covid 19 pandemic within the National Police.[1]The occurrence of the Covid 19 pandemic means that the National Police Health Center must accelerate aspects of employee performance related to the special tasks carried out in handling the Covid 19 pandemic in the ranks of the National Police. The role of leadership in the ranks of the National Police Health Center from the lowest level to the top is very important and crucial in dealing with the national health crisis situation and the need to implement a new norm work environment. The changes in the work environment are felt by administrative staff, while health service activities are of course accustomed to health protocol procedures, but these two performance patterns are interrelated and must be driven to achieve targets set by the National Police leadership.[2]

Theoretically, according to Human Resource Management experts, what influences employee performance, apart from aspects of leadership and work environment, there are also aspects of competence, work motivation, compensation and culture. The interrelationship of various aspects that influence the performance of an organization's employees has been discussed by various references, one of which is: Gibson, Ivancevich and Donelly (Achman, 2009) more comprehensively stated that there are three groups of variables as factors that influence the performance and potential of individuals in the organization, namely: (1) individual variables, including: physical abilities/skills, family background, social level, experience and demographic conditions. (2) organizational variables, including: resources, leadership, rewards, structure and job design. (3) psychological variables, including: mental/intellectual and perception[3].

The performance of employees in government-owned public service organizations, in fact, cannot be measured materially or financially, but can be seen in the completion of the existing volume or workload, quality of service and timeliness by using resources to achieve organizational goals that are in line with the field of work carried out. by employees. Increasing employee performance cannot be separated from the work atmosphere or climate in the organization which greatly influences the interaction between employees and the organization, so it can be said that if the work atmosphere in the organization is not created well, it will cause low employee performance.[4]According to Likert (Gibson, 1996) it is possible to measure organizational climate directly, namely: through employee perceptions of the company. Employees have differences in understanding the organizational climate, so that it can be a motivation for work or vice versa, it can become a pressure and obstacle that causes employee behavior to be inconsistent with the organizational climate. Various aspects of organizational climate include: structure, responsibility, rewards, risks, group spirit and standards which will lead to high job satisfaction, positive group attitudes and high levels of motivation.[5]

In line with the understanding above, the author concludes that the aspects that influence the performance of Pusdokkes Polri employees in the Covid 19 pandemic era can be grouped into 6 main aspects, namely: leadership, work environment, competence, motivation, compensation and culture. Meanwhile, in the conditions of the Covid 19 pandemic, in the author's opinion based on observations and experience as an employee of the National Police Health Center, there are two aspects that have a dominant influence on employee performance in the era of the Covid 19 pandemic, namely the leadership aspect and the work environment, so these two aspects are the variables chosen for research. as of this writing.[1]

The Covid-19 pandemic has changed the working environment at the National Police Health Center into a new normal work environment as a form of developing dynamics and aims to protect employees at the National Police Health Center from exposure and anticipate the widespread spread of the Covid 19 virus. Employees who do not directly provide health services can work from the office or can also work from home when the spread of the Covid 19 virus is soaring by using zoom as a means of digital communication to carry out the functions of coordinating, monitoring, controlling and supervising activity programs[6]

Restrictions on activities and prohibitions on gathering in large numbers during the pandemic require the National Police Health Center organization to use digital technology as a communication medium. The pandemic has accelerated changes in lifestyle to become increasingly digital oriented. In the Cocid 19 pandemic era, digitalization and developments in communication technology have led the National Police Health Center to implement more optimal coordination and supervision strategies with wider reach and

efficiency of resources and time. As the health crisis situation slowly begins to decline, the implementation of digital-based leadership can still be implemented. Moreover, the National Police Health Center organization is currently focusing on changing its organizational management strategy to become more effective and efficient.[7]

An illustration of the challenges of the duties of leaders of the National Police Health Center during the pandemic, namely dealing with situations that are very emotionally draining, especially in the situation of assigning health workers to the Bhayangkara Hospital which serves Covid 19 patients. It is not uncommon for the National Police Health Center to lose doctors, paramedics and staff as heroes. humanity which sacrifices body and soul in carrying out tasks and high levels of stress due to difficulty in predicting situations in the work environment. In these conditions, the leader of the National Police Health Center must be able to show empathy while still ensuring the productivity of the organization. Empathy provides a prototype of how a leader's understanding and support improves follower behavior.[8]

As reported by McKinsey, 2021 which stated that during Covid-19 conditions, the best leaders focused intensely on communicating with employees in various ways and often in a tone that was not used for hiring. But by convincing, listening, comforting and trying to increase hope and resilience in facing the situation. In times of crisis, leaders have the additional task of maintaining the emotional stability of their followers while still paying attention to the sustainability of the organization. On the other hand, leaders also have to deal with personal conditions, their families and their concerns. This provides a valuable lesson for leaders, that they must ensure themselves are safe first, then empathize with their followers and make policies relevant to conditions.[9]

Regardless of whether there is a pandemic or not, a leader will face various kinds of problems which can be categorized into two typologies, namely technical and adaptive problems (Noer & Putra, 2021). Therefore, having an adaptive attitude is non-negotiable for a leader who is oriented towards organizational development and sustainability. The real condition is that when the Covid-19 pandemic occurs, leaders in the ranks of the National Police Health Center are required to be proactive and adapt as quickly as possible to take appropriate steps and actions in realizing the role of the Health Center as the front guard in handling the Covid 19 pandemic in the Police ranks.[10]

Adaptive Leadership is very relevant in facing a crisis, because adaptive leadership involves four important aspects, namely (1) Anticipating future needs, trends and choices. (2) Articulation, the future need to build shared understanding and support for implementing action. (3) Adaptation encourages continuous learning and adjustment to necessary responses. And (4) Accountability includes transparency in the decision-making process and openness to challenges and feedback.

Related to leadership which is strongly influenced by developing situations, so it demands new innovations to intervene in developing challenges. A leader must be able to differentiate between technical challenges that require technical solutions and adaptive challenges that require adaptive solutions, because the challenges/problems that come are often mixed between technical and adaptive elements. As for technical problems, the solutions have been understood through existing authorities, while adaptive (adaptive challenges) are conditions that require changes in the thinking priorities and behavior of society (organizations). Therefore, a leader in his leadership practice, such as medical practice, must do two important things, namely diagnosis and then action. This is what is called adaptive leadership[11].

Through the understanding above, the writing of this journal will examine two main aspects, namely the adaptive leadership aspect and the new normal work environment, which will be analyzed to assess the correlation with the performance of the National Police Health Center employees. The phenomenon of change which is a challenging task faced by the National Police Health Center which is related to aspects of leadership and the work environment in the era of the Covid 19 pandemic on employee performance needs to be analyzed to obtain a conclusion related to efforts to develop strategies in the future to realize an optimal role for the National Police Health Center organization.

Based on the background stated above, the author is interested in conducting further research with the title "The Influence of Adaptive Leadership and the New Normal Work Environment on the Performance of National Police Health Center Employees in the Covid 19 Pandemic Era".

METHOD

This research uses descriptive quantitative research. Data collection techniques were carried out using surveys. The research population consisted of employees of the National Police Health Center. The population size is an infinite population, then the sample size is determined based on analysis techniques. The sampling technique was purposive sampling, with the criteria of selecting respondents who were real employees of the National Police Health Center. And the analysis technique uses Multiple Linear Regression with SPSS tools.

RESULTS AND DISCUSSION

A Brief Overview of the Indonesian National Police Medical and Health Center (Pusdokkes Polri)

The National Police Medical and Health Center of the Republic of Indonesia (Pusdokkes Polri) is a supporting element in the field of police medicine and police health at the National Police Headquarters level which is under the National Police Chief. The National Police Medical and Health Center (Pusdokkes) is the supervisor of the Police Medical and Health function at the National Police Headquarters level which is the spearhead in realizing health insurance for National Police/ASN personnel and their families as well as the general public. The existence of the National Police's medical and health technical functions is held in 34 regional police health departments, including: 58 Bhayangkara hospitals at various levels and 548 first level health facilities (FKTP) located at police stations throughout Indonesia.

The role of the National Police Health Center in handling the Covid-19 pandemic has become a real contribution from the National Police in the National System for Handling the Covid 19 Pandemic together with related Stakeholders. The deployment of health/non-health personnel, vaccines, medicines, medical equipment, health facilities and program strategies for implementing activities in order to achieve national vaccination targets is a form of improving the performance of the National Police Health Center organization in the era of the Covid 19 pandemic.[12]The success in realizing performance achievements in the new normal work environment conditions that have been achieved by the National Police Health Center cannot be separated from the implementation of an optimal Human Resources Management System in the ranks of the National Police Health Center by prioritizing reliable leadership and maximizing organizational opportunities.[13]

The National Police Health Center is led by a Head, namely the Health Police Chief, who is located below and is responsible to the National Police Chief. Based on Presidential Decree no. 54 of 2022 The Head of Health and Medical Center is held by a two-star High Police Officer (Inspector General of Police) who is currently held by the Inspector General. Pol. Dr. Asep Hendradiana, Sp.An., KIC., M.Kes. The performance motto initiated by the Head of Health and Medical Center is: "Precision Health Medicine", which means:

Professional: 1) Able to carry out basic duties and professional functions in accordance with applicable SOPs and regulations. 2) Every National Police Health Officer is able to improve technical competence, leadership competence and ethical competence through formal and non-formal education.

Trusted: 1) Able to become the main choice for the Police community and the general public in Police Health and Police Medicine services. 2) Able to meet service accreditation standards up to the plenary level for all health facilities owned by the National Police

Integrated: 1) Able to unify health service information systems at National Police health facilities from central to regional by utilizing information technology. 2) Able to build collaborative health information systems with other work units within the National Police. 3) Able to build networking of the National Police's health information system with external agencies.[14]

In order to implement and realize the performance motto that was initiated by the Head of the National Police Health Center, a Performance Priority Program for the Head of the National Police Health Center was formulated, including [15]: 1) Strengthening the role of the National Police Health Doctors in handling Covid 19. 2) Building superior, responsive and fair National Police Health Human Resources. 3) Realizing Complete and Reliable Police Health Services. 4) Strengthening the Professionalism of National Police Medical Doctors at the National and International levels. 5) Strengthening the National Police Health and Safety Institution. 6) Increasing the Accountability of the National Police's Medical Doctor's Performance. 7) Utilization of information technology in providing integrated services. 8) Strengthening networking.

Analysis of Respondent Answer Results (Descriptive Statistics)

It is data management that aims to explain data by interpreting parameters in the form of minimum, maximum, mean, standard deviation as well as a frequency table of respondents according to categories. To determine the results in this research, SPSS Version 26 was used. Descriptive data for each variable can be seen in the table below:

Table 1. Descriptive Statistics Results

Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Adaptive Leadership (X1)	30	38	50	44.73	3,805
New Normal Work Environment (X2)	30	34	50	43.43	5,063
Employee Performance (Y)	30	37	50	43.60	4,215
Valid N (listwise)	30				

Source: SPSS Version 26 Output

Analysis of Adaptive Leadership Variable Test Results (X1)

The adaptive leadership variable (X1) can be measured with 8 questions through a questionnaire given to 30 employees at the National Police Health Center by preparing five alternative answers using a Likert scale. In this study, the minimum value was 38, the maximum value was 50, the mean value was 44.73 and the standard deviation value was 3.805. The results of the descriptive assessment were measured using SPSS version 26.

Analysis of New Normal Work Environment Variable Test Results (X2)

The New Normal Work Environment variable (X2) can be measured with 10 questions through a questionnaire given to 30 employees at the National Police Health Center by preparing five alternative answers using a Likert scale. In this study, the minimum value was 34, the maximum value was 50, the mean value was 43.43 and the standard deviation value was 5.063. The results of the descriptive assessment were measured using SPSS version 26.

Analysis of Employee Performance Variable Test Results (Y)

The Employee Performance Variable (Y) can be measured with 10 questions through a questionnaire given to 30 employees at the National Police Health Center by preparing five alternative answers using a Likert scale. In this study, the minimum value was 37, the maximum value was 50, the mean value was 43.60 and the standard deviation value was 4.215. The results of the descriptive assessment were measured using SPSS version 26.

Test Research Instruments

Validity test

The validity test is used to see whether a measuring instrument has measured how real a test or instrument is. Validity testing is said to be valid if it measures its objectives correctly. By calculating the correlation of item scores with the total score of the instrument which is calculated using corrected item total correction analysis. The instrument is declared valid if the calculated correlation coefficient is greater than the rtable correlation coefficient at a significance level of 5% (0.05).

Table 2. Recapitulation of Validity Test Results of Adaptive Leadership and New Normal Work Environment on Employee Performance

No	Variable	Items	Rcount	Table	Information
1	Adaptive Leadership	X1.1	0.719**	0.361	Valid
		X1.2	0.586**	0.361	Valid
		X1.3	0.645**	0.361	Valid
		X1.4	0.657**	0.361	Valid
		X1.5	0.757**	0.361	Valid
		X1.6	0.785**	0.361	Valid
		X1.7	0.667**	0.361	Valid
		X1.8	0.669**	0.361	Valid
2	New Normal Work Environment	X2.1	0.806**	0.361	Valid
		X2.2	0.759**	0.361	Valid
		X2.3	0.705**	0.361	Valid
		X2.4	0.877**	0.361	Valid
		X2.5	0.838**	0.361	Valid
		X2.6	0.872**	0.361	Valid
		X2.7	0.781**	0.361	Valid
		X2.8	0.883**	0.361	Valid
		X2.9	0.800**	0.361	Valid
		X2.10	0.778**	0.361	Valid
3	Employee Performance	Y1	0.643**	0.361	Valid
		Y2	0.774**	0.361	Valid

Y3	0.725**	0.361	Valid
Y4	0.743**	0.361	Valid
Y5	0.640**	0.361	Valid
Y6	0.774**	0.361	Valid
Y7	0.763**	0.361	Valid
Y8	0.803**	0.361	Valid
Y9	0.638**	0.361	Valid
Y10	0.593**	0.361	Valid

Source: SPSS Version 26 Output

Based on table 2 above, it shows that the calculated r value for all variables is > compared to the r table value (0.361) (df=n-2), thus the questionnaire used by the Adaptive Leadership variable (X1) and the New Normal Work Environment variable (X2) on the Employee Performance variable (Y) is declared valid for use as a variable measuring tool.

Reliability Test

The reliability of a questionnaire can be shown from the respondent's answers to statements that have stability and show accuracy and precision. In this test, Cronbach's alpha (α) is used. A Cronbach's alpha coefficient of more than 0.60, which is close to 1, indicates that the higher internal consistency of reliability indicates reliability. Reliability testing of the adaptive leadership variable (X1), the New Normal Work Environment variable (X2), and the Employee Performance variable (Y) are in the table below:

Table 3. Reliability Test Results

Reliability Statistics

Cronbach's Alpha	N of Items
,884	8

Reliability Statistics

Cronbach's Alpha	N of Items
,940	10

Reliability Statistics

Cronbach's Alpha	N of Items
,890	10

Source: SPSS Version 26 Output

Based on table 3, the results obtained from testing the reliability of the Cronbach's alpha value, for the Cronbach's alpha value for the Adaptive Leadership variable (X1) is 0.884 > 0.60, the Cronbach's alpha value for the New Normal Work Environment variable (X2) is 0.940 > 0.60, and the Cronbach's alpha value The performance variable alpha (Y) is 0.890 > 0.60. All variables have a Cronbach's alpha coefficient value of > 0.60, which means that the questionnaire or variables used, namely the adaptive leadership variable (X1) and the New Normal Work Environment variable (X2) on the Employee Performance variable (Y) are declared trustworthy as variable benchmarks.

Classic assumption test

Normality test

The normality test is to find out whether the variables in the study have a normal distribution or not. The normality test is carried out on the residual values. In this study, the normality test uses the Kolmogrov–Smirnov technique. If the residual variables are not normally distributed, the t statistical test will be invalid. It is said to be normal if the significance value is > 0.05. The following are the results of Kolmogrov-Smirnov calculations using SPSS version 26.

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residuals
N	30

Normal Parameters	Mean	.0000000
	Std. Deviation	2.42449139
Most Extreme Differences	Absolute	.105
	Positive	.105
	Negative	-.085
Statistical Tests		.105
Asymp. Sig. (2-tailed)		,200c,d

Source: SPSS Version 26 Output

Based on table 4.4 above, the results of the normality tests that have been carried out show that the value of the Kolomogrov-Smirnov statistical test. The Asymp.sig (2-tailed) value was 0.200. shows the significance value is greater than 0.05 (0.200 > 0.05) then it can be stated that the tested data has a normal distribution.

Multicollinearity Test

The multicollinearity test is used to test whether the regression model finds a correlation between independent variables in a regression model. If correlation occurs, the relationship between the independent variable and the dependent variable will be disrupted. To determine the value of multicollinearity, it involves a Tolerance value > 0.1 and a VIF (Variance inflation factor) value < 10. So the model can be said to be free from symptoms of multicollinearity. Below are the results of the multicollinearity test.

Table 5. Multicollinearity Test Results

Coefficientsa

Model		**Unstandardized Coefficients**		**Standardized Coefficients**		**ig.**	**Collinearity Statistics**	
		B	**td. Error**	**Beta**			**Tolerance**	**IF**
	(Constant)	1,148	,845		196	846		
	Adaptive leadership	,596	134	,538	,449	000	,839	,193
	New Normal Work Environment	,364	101	,437	,615	001	,839	,193

a. Dependent Variable: Employee Performance

Source: SPSS Version 26 Output

Based on table 5 above, the results of the multicollinearity test show that the Tolerance value of the adaptive leadership variable (X1) and the New Normal Work Environment variable (X2) is 0.839 > 0.1 and the VIF (Variance inflation factor) variable is 1.193 < 10, so it can be concluded that no There is a multicollinearity problem in the research model.

Autocorrelation Test

The autocorrelation test aims to see whether or not there is a correlation between the residuals, between confounding errors in period t and errors in period t-1 (previous). By comparing the Durbin-Watson value with the Durbin-Watson table. to determine the Durbin-Watson table. Based on the results of the autocorrelation test in this study, it can be seen in the table below:

Table 6. Autocorrelation Test Results

Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.818a	,669	,645	2,513	2,186

a. Predictors: (Constant), New Normal Work Environment, Adaptive Leadership
b. Dependent Variable: Employee Performance

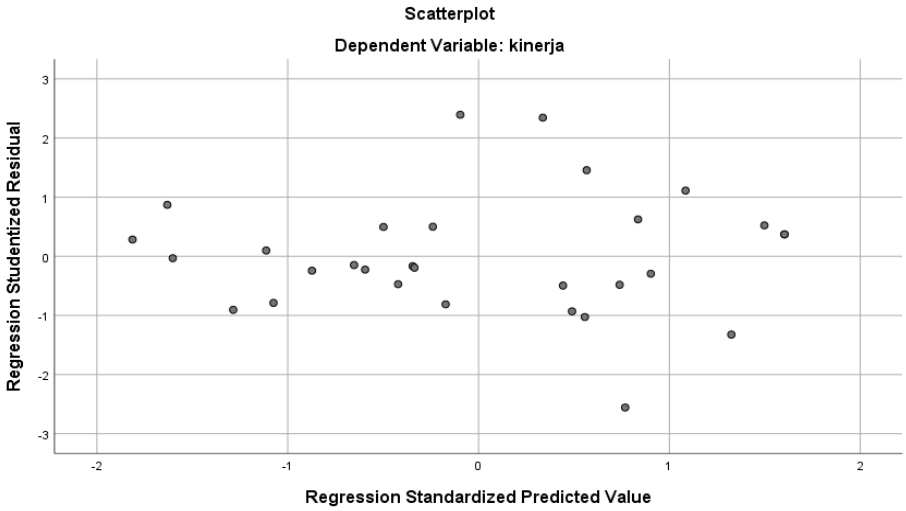
Source: SPSS Version 26 Output

Based on the results in table 4.6, it can be seen that the Dubin-Watson value is 2.186. The Durbin-Watson table values at (N=30 and k=2) obtained a DL value of 1.284 and a DU value of 1.567 in accordance with the test criteria for no autocorrelation, namely the Durbin-Watson value, namely DU < DW < 4-DU. So the results obtained are 1.567 < 2.186 < 2.433. For all values, it is in accordance with the criteria and it can be concluded that there are no symptoms of autocorrelation in the research model.

Heteroscedasticity Test

The Heteroscedasticity Test aims to determine whether or not there are deviations from classical assumptions. With the inequality of variance of the residuals for all observations in the regression model. Based on the results of heteroscedasticity testing in this research, it can be seen in the table below:

Table 6. Heteroscedasticity Test Results



Source: SPSS Version 26 Output

Based on the results of the heteroscedasticity test using the scatter plot in the image above, it can be seen that there is no clear pattern in the plot formed, and the points are spread above and below the number 0 on the Y axis (Employee Performance variable), so it can be said that there are no symptoms of heteroscedasticity. on the research model.

Multiple Linear Regression Test

The multiple linear regression test is a statistical approach through linear regression analysis which is useful for determining the magnitude of the influence between two variables simultaneously and seeing the level of that influence. It is also used to determine the dependency between one dependent variable and one or more independent variables. It can be seen in the table below:

Table 7. Multiple Linear Regression Test Results

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		Std. Error	Beta		
(Constant)	,148	5,845		,196	,846
Adaptive Leadership	596	.134	,538	4,449	,000
New Normal Work Environment	364	.101	,437	3,615	,001

a. Dependent Variable: Performance

Source: SPSS Version 26 Output

Based on table 4.8 above, the multiple linear regression equation has the following meaning:

The constant value of the Employee Performance variable (Y) is 1.148, which means that if there were no adaptive leadership variables (X1) and New Normal Work Environment variables (X2), the consistent value of the Employee Performance variable (Y) would be 1.148.

The coefficient value of the adaptive leadership variable (X1) is 0.596, meaning that for every additional unit of the level of the adaptive leadership variable (X1) with the assumption that the New Normal Work Environment variable (X2) is in a constant state, the Employee Performance variable (Y) will increase by 0.596.

The coefficient value of the New Normal Work Environment variable (X2) is 0.364, meaning that for every additional unit of the New Normal Work Environment variable level (X2) with the assumption that the adaptive leadership variable (X1) is in a constant state, the Employee Performance variable (Y) will increase by 0.364 .Because the coefficient value of the adaptive leadership variable (X1) and the New Normal Work Environment variable (X2) is positive, it can be said that the adaptive leadership variable (X1) and the New Normal Work Environment variable (X2) have a positive effect on the Employee Performance variable (Y). So the regression equation is Y = 1.148 + 0.596 (X1) + 0.364 (X2).

Hypothesis testing

Partial Test (t Test)

The partial test (t test) is used to determine whether an independent variable, namely the adaptive leadership variable (X1), the New Normal Work Environment variable (X2), partially influences the dependent variable, namely the Employee Performance variable (Y), to see whether there is an influence or not. Between the independent variable and the dependent variable can be done by comparing the tcount value with ttable with a significance level of 5% (0.05). Following are the results of the t test which can be seen in the table below:

Table 8. Hypothesis Test Results (t Test)

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,148	5,845		,196	,846
	Adaptive leadership	,596	,134	,538	4,449	,000
	New Normal Work Environment	,364	,101	,437	3,615	,001

a. Dependent Variable: Employee Performance

Source: SPSS Version 26 Output

Based on table 4.9 above, the partial test results (t test) using SPSS are as follows:

The t-calculated value of the adaptive leadership variable (X1) was obtained at 4.449 with a significance level of 0.000. By using a significance level of 0.05, the significance value is below 5% and tcount is 4.449 > ttable 1.701 (df=28 (n–2, α=5%). So the adaptive leadership variable (X1) has a partial and significant effect on the variable Employee Performance (Y).

The t-calculated variable value for the New Normal Work Environment variable (X2) was obtained at 3.615 with a significance level of 0.001. By using a significance level of 0.05, the significance value is below 5% and tcount is 3.615 > ttable 1.701 (df=28 (n–2, α=5%). So the New Normal Work Environment variable (X2) has a partial and significant effect on the Employee Performance variable (Y).

Simultaneous Test (F Test)

The simultaneous test (F test) is used to determine whether an adaptive leadership variable (X1), the New Normal Work Environment variable (X2) simultaneously or together has an effect on the Employee Performance variable (Y) to see whether or not there is an influence between the variables. independent and dependent variables can be done by comparing the Fcount value with Ftable with a significance level of 5% (0.05). Following are the results of the F test which can be seen in the table below:

Table 9. Hypothesis Test Results (F Test)

ANOVAa

Model		Sum of Squares	f	Mean Square	F	Sig.
1	Regression	344,733		172,367	27,301	,000b
	Residual	170,467	7	6,314		
	Total	515,200	9			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), New Normal Work Environment, Adaptive Leadership

Source: SPSS Version 26 Output

Based on table 9. Based on the F test results above, the calculated F value is 27.301 with a significance level of 0.000. By using a significance level of 0.05. The significance value is below 5%. And Fcount is 27.301 > Ftable is 4.20 (df1=1 (k-1, df2=28 (nk, α=5%). So the adaptive leadership variable (X1) and the New Normal Work Environment variable (X2) have a simultaneous effect and significant for the Employee Performance variable (Y).

Coefficient of Determination Test

The coefficient of determination test is used to measure how far the independent variables, namely adaptive leadership (X1), New Normal Work Environment (X2), explain the dependent variable, namely Employee Performance (Y). The results of the coefficient of determination can be seen in the following table:

Table 10. Coefficient of Determination Test Results

Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818a	,669	,645	2,513

a. Predictors: (Constant), New Normal Work Environment, Adaptive Leadership

b. Dependent Variable: Employee Performance

Source: SPSS Version 26 Output

Based on table 10, it can be seen that the regression model shows a positive direction. Determination has a value between zero and one. If the resulting R Square value is greater or closer to one, the better the regression model will be. It can be seen that the R Square value is 0.669, which means that the adaptive leadership variable (X1) and the New Normal Work Environment variable (X2) can explain the Employee Performance variable (Y) by 66.9%, while the remaining 33.1% is influenced by other variables outside the research. The correlation value ® is positive at 0.818.

This shows that the influence between the independent variables, namely the adaptive leadership variable (X1) and the New Normal Work Environment (X2) with the dependent variable, namely the Employee Performance variable (Y), is strong because it has a correlation coefficient value above 0.5

CONCLUSION

Based on the research results, the influence of the Adaptive Leadership variable (X1) on the Employee Performance variable (Y). Based on the results of the t test calculation, a t value of 4.449 was obtained with a significance level of 0.000. The ttable value was 1.701 with a significance level of 0.05 and tcount 4.449 > ttable 1.701. So the Adaptive Leadership variable (X1) has a partial and significant effect on the Employee Performance variable (Y).

For the influence of the New Normal Work Environment variable (X2) on the Employee Performance variable (Y). Based on the results of the t test calculation, a t value of 3.615 was obtained with a significance level of 0.001. The ttable value was 1.701 with a significance level of 0.05 and tcount was 3.615 > ttable 1.701. So the New Normal Work Environment variable (X2) has a partial and significant effect on the Employee Performance variable (Y).

For the influence of the Adaptive Leadership variable (X1) and the New Normal Work Environment variable (X2) together on Employee Performance (Y). Based on the F test calculation, the F value is 27.301

with a significance level of 0.000. The Ftable value was 4.20 with a significance level of 0.05 and Fcount was 27.301 > Ftable 4.20. So the Adaptive Leadership variable (X1) and the New Normal Work Environment variable (X2) have a simultaneous and significant effect on the Employee Performance variable (Y). Based on the results of the coefficient of determination test, it shows that the Adaptive Leadership variable (X1) and the New Normal Work Environment variable (X2) can explain 66.9% of employee performance (Y), while the remaining 33.1% is influenced by other variables outside the research.

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