The Influence of Factors on Individual Work Performance: A Conceptual Model

Nur Fatimatuz Zuhroh 1*
1 Sekolah Tinggi Ilmu Ekonomi Indonesia Surabaya, Buduran, Sidoarjo, 61252, Indonesia

Informasi Artikel
Diterima: 05 Mei 2024
Revisi: 10 Mei 2024
Diterima: 30 Mei 2024

Kata kunci:
Conceptual Framework; Individual Work Performance; Leadership Factors.

Korespondensi
*nurfatimatuzz@stiesia.ac.id

Abstrak
The demands for digital transformation in the current digitalization era make it necessary for organizations or companies to be able to solve problems that can suddenly arise, especially in the Covid-19 era, because of this, a leader is required to be able to have quantity in solving existing problems, which also brings influence on individual performance achievements in an organization. This research was conducted to formulate and design a conceptual model for analyzing the impact of individual work performance in organizations. Several other factors were also developed in research, namely leadership and individual characteristics in an organization. This research uses a conceptual framework, where the theoretical basis is identified by input in the form of task leadership and relationships, processes in the form of individual behavior and affectivity, and output in the form of individual performance. Quantitative research methods using SEM-PLS can be used in processing this research data so that the results of the conceptual framework can be identified as findings in future research. The limitation of this research is that it is still in the conceptual model formulation stage so further research is needed in processing the data so that the findings can be verified.

How to Cite

INTRODUCTION
The Covid 19 pandemic is a global crisis that has an extraordinary impact that can disrupt all economic growth in the world (Dodge et al., 2012), the health and welfare of society, as well as changes in the business operating system. On the one hand, important service companies such as hospitals, logistics, necessities, banking, and telecommunications must continue to operate by implementing appropriate security measures to protect employees and customers, incoming customers (Tuzovic and Kabadai, 2021) Meanwhile, companies such as land and sea transportation, hotels, tourism places cannot provide maximum services and can’t even operate at all because of lockdown measures (O’Sullivan et al., 2020). Services that have been carried out in the back office must change to suit the existing environment, such as a virtual work environment, and maintain their business so that it is sustainable. The virtual work

Nur Fatimatuz Zuhroh
environment is characterized by a work arrangement where employees do not have to work in the office as usual but employees are spread out according to their geographic location and interact using existing technology. The current transformational change (the COVID-19 Pandemic) is a challenge for leaders because they are ready or not ready to carry out digital transformation. The transformation prompted by the new normal and forces left service providers completely underprepared, resulting in challenges for leading service businesses and employees.

As leadership in all fields in this global era, digitalization is very decisive in situations like this, this research develops and empirically tests a conceptual model to research and analyze the role of leadership, so the hypothesis in this research states that leaders need to activate and manage employees in the virtual work environment caused by the new normal whose function is to maintain the company's survival, in this case the researcher provides several important points, including:

First, this research discusses leadership in a virtual work environment during the new normal period, the effectiveness of leadership behavior which may be opposite, namely leadership behavior that is task and relationship-oriented which has almost never been practiced before the Covid-19 pandemic and the new normal. There is limited literature discussing digital transformation and leadership (Uhl-Bien and Arena, 2018)

Second, building a conceptual model and testing the mediating impact (affective process variables and individual work tension behavior). This is very interesting because of the shift to a virtual work environment and the addition of family duties that cannot be rejected (Tuzovic and Kabadayi, 2021) at the individual level.

**Conceptual background**

Researchers emphasize that in new normal conditions limited leadership is needed in the service context, where much literature has discussed non-virtual work environments and non-crisis conditions (pandemic Covid 19) (Benlian, 2013) according to (Liao, 2017) stating that the process and Individual behavior related to the use of digitalization (virtual) has indeed been carried out but not much, previous research has mostly discussed job satisfaction, antecedents and consequences of efficacy and different forms of leadership. At the same time, there is a research gap that leads to effective leadership of employees in the current new normal era.

Several studies have discussed leadership in non-virtual environments during non-pandemic times, namely (Battilana et al., 2010; Benlian, 2013; Humphreys, 2002; Popli and Rizvi, 2016) in virtual environments. During the pandemic, non-virtual use (Stoker et al., 2019) while virtual use was still small.

**Input**

(Liao, 2017) explains that in a virtual work environment, leadership behavior that is task and relationship-oriented is the main input in overcoming the challenges associated with the virtual work environment, such as employees having difficulty in systematically understanding how tasks must be carried out digitally and collectively, while task-oriented leadership behavior is called “starting structure”, focusing on achieving

organizational goals by explaining the details of each task, goal and work process (Judge and Piccol, 2004), relationship-oriented leadership behavior, called consideration, focuses on improving the interaction between organizational members and building a supportive climate (Battilana et al., 2010).

**Process**

In a virtual work environment, leadership can influence process factors related to individuals which will mediate between input and output (Liao, 2017), in this research the focus is on affective processes (individual workers), tension and enjoyment with the new normal

**Output**

The final component of this model is the result, namely the extent to which employees achieve performance targets (Dulebohn and Hoch, 2017). In situations where individuals must adapt to change, proactivity can be more important than predictable performance (Griffin et al., 2010), thus Self-motivated work behavior as a performance output is very attractive. Therefore, researchers use an understanding of performance based on activities shown by services in the form of work intensity.

**METHOD**

Leadership behavior that is task and relationship-oriented is considered more appropriate for increasing individual variables (behavioral and affective) in today's virtual work environment (Liao, 2017), however, leaders face the challenge of influencing and motivating employees spread across the world. Different geographies (Cascio and Montealegre, 2016), therefore to enable flexibility in the company, leaders must focus on increasing the management capabilities of employees. Another challenge is the difficulty in coordinating employees synchronistically in conditions that are already challenging, namely the existence of long working hours. For example, there are tasks from family members (homeschooling due to the absence of a nanny). This is proven in the situation before the new normal which continues until the new normal, there is a lack of clarity regarding employee duties and how to complete these tasks (Liao, 2017). So leaders need to take steps to manage virtual individuals, resources and processes best from all members of the organization. Simultaneously, overcoming the challenges related to the virtual context, especially the new normal conditions, requires leaders to simultaneously demonstrate task- and relationship-oriented leadership behavior, because it is based on a digital leadership framework, so researchers focus on leadership behavior as relationship-oriented and relationship-oriented leadership behavior. On managing leadership behavior as a task-oriented leadership behavior.

Many studies show that supportive leadership positively influences individual cohesion, defined as interested and committed team members (LePine et al., 2008). A leader who makes participative decisions can increase employee independence (Cheong
et al., 2016; Mertens and Recker, 2020), on the other hand, employee independence refers to the experience gained in managing their work schedule and how to do their work as efficiently and effectively as possible. Leaders must support employees in their need for independence to take initiative, learn from mistakes, and handle difficult situations in their way.

**H1 Enabler leadership behavior has a positive effect on individual independence.**

In conditions like today, leadership behavior is oriented toward high levels of relationships which act on protective factors, which shows that leadership is negatively related to undesirable mental health such as fatigue or stress (Montano et al., 2017). Researchers assume that leaders give their employees flexibility regarding when and how they do their work, building the wrong culture, and holding tension in place, this tension reflects how much work, job evaluation and achievement of performance goals contribute to individual-level stress (Jaworski and Macinnis, 1989). So the researcher assumes that the previous findings also apply to the context of the virtual work environment in the new normal caused by the COVID-19 pandemic.

**H2: Enabler leadership behavior hurts individual tension**

The construction of leadership relations and tasks is normative behavior through personal actions and interpersonal relationships through two-way communication, reinforcement, and quick decision-making. This is related to the presence of inner pleasure diri (Riggio et al., 2015; Treviño and Brown, 2004). There is an active emphasis on encouraging my behavior to conform to norms and focus on goals

**H3-H6 Enablers and managing leadership have a positive influence on enjoyment.**

(Stoker et al., 2019) stated that there was an increase in task-oriented leadership in dealing with the 2008 financial crisis, but existing leadership studies have revealed that leadership that is very focused on structuring tasks and controlling work results reduces employees (Tjosvold, 1991), this is confirmed by research which states that there is a significant negative relationship between directive leadership and group cohesion. This kind of leadership behavior may be particularly counterproductive for service employees working in unfamiliar virtual environments and caused by crises that prevent them from developing independence at work, both at the individual level, hence this hypothesis:

**H4 Managing leadership behavior hurts individual independence**

(Nesheim et al., 2017) Shows that when leaders show high-performance expectations and are very focused on achieving challenging goals, employees experience higher levels
of stress because achieving goals requires special effort and energy. In times of crisis which are characterized by increased uncertainty, stress, and threat of job loss (Tuzovic and Kabadayi, 2021), employees who have leadership who continuously control and monitor them, tend to feel higher levels of work tension due to fear of not being able to meet requirements and completing tasks well, resulting in a competitive and less oriented work climate.

**H5 Managing leadership behavior has a positive effect on individual tension.**

Several studies have identified a positive relationship between individuals and individual performance, this shows that individual independence can improve individual performance. Furthermore, especially in this new normal condition, independence allows employees greater flexibility and control over their work, which motivates them to try and master new tasks so independence increases work performance by motivating employees to improve their work (Nesheim et al., 2017).

**H7 Individual independence is positively related to work performance**

(Cheong et al., 2016) shows that job stress reduces employee role performance, some meta-analyses show that job stress, including job tension, is negatively related to individual task performance (Gilboa et al., 2008).

**H8 Individual tension hurts employee performance**

Intrinsic motivation is the main aspect of improving individual performance, enjoyment has a role in carrying out tasks that they find interesting and enjoyable for themselves, individuals naturally and spontaneously carry out their tasks (Aziz and Zickar, 2006).

**H9 Enjoyment has a positive influence on individual performance**

The conceptual framework of hypothesis formulation is depicted in Figure 1

![Conceptual Model Diagram](https://ejournal.unhasy.ac.id/bima)
CONCLUSIONS

Based on the results of a theoretical review and preparation of the background for designing a conceptual model related to work performance factors in individuals, many previous studies have discussed the role of a leader’s readiness in resolving problems that can arise suddenly for the organization or company. Many studies have suggested that the role of individuals in organizational sustainability is important because individuals are one of the valuable assets an organization has in supporting its business processes, so it was found that current research still discusses the role of individuals in a personal context, such as how satisfied their performance is and how factors psychology can influence the organization in making decisions for the sustainability of the organization. The conceptual framework developed in this research takes theory based on the role of leadership in facing digital transformation and changes that occur with the spread of COVID-19, where a company or organization is required to be able to change and be sustainable in supporting its competitiveness and competitive advantage.

The results of theoretical reviews in several studies conclude that there are several negative or positive influences on individual performance acceptance. The relationship between leadership orientation and individual independence has a positive influence, so this shows that there is an influence between good leadership relationships and individual performance. The relationship between leadership orientation and how it is managed has a positive influence on individual enjoyment. And in the third hypothesis, management of leadership behavior has a significant influence on individual enthusiasm and finally how this individual enjoyment affects individual performance in an ongoing process.

In the non-significant conclusion, it was found that leadership behavior had a negative influence on individual tension, while the management of leadership behavior had a negative influence on individual independence and individual tension on individual performance also had a negative influence. The conclusion that can be drawn from the formulation of hypotheses in this conceptual framework is that leadership roles and factors can have an impact on individuals’ psychological conditions in supporting their performance. So further research is needed in processing the formulation of the conceptual framework that has been created.

Suggestions

This research only focuses on preparing a conceptual framework that examines the influence of the role of a leader and individual performance in the Covid 19 era so that the latest expansion and updates are needed in the digital transformation era in the 5.0 era or following the digital transformation era which is currently the main issue in digital development so that the results provided is broader and more varied.

In this case, this research also has limitations, namely that the paper only examines how the conceptual framework was created and has not been processed further into the final results so in future research, it is necessary to study further how to process and analyze data from research to find out the empirical results more clearly for future research.
REFERENCES


