

EMPLOYEE PRODUCTIVITY IN THE COVID-19 PANDEMIC TIME IN IMPROVING INTEGRATED SERVICES

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**EMPLOYEE PRODUCTIVITY IN THE COVID-19 PANDEMIC TIME IN IMPROVING
INTEGRATED SERVICES**

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ARTICLE INFO	ABSTRACT
Article history:	Purpose: Employee work behavior is all activities performed by employees in carrying out their duties work both individually and in groups. Activities performed by employees both individually and in groups are in the form of perceptions, attitudes, personalities, abilities and Skills.
Received 20 February 2023	Theoretical Framework: The data used in this study uses secondary data sourced ⁴⁰ 65 in the Central Bureau of Statistics for North Sulawesi Province in 2011-2021. This type of research is quantitative research.
Accepted 22 May 2023	Design/Methodology/Approach: This study generally aims to obtain empirical data, and valid and reliable information about the influence of leadership effectiveness, reward, work environment, work behavior on employee service productivity.
Keywords:	Findings: The results of the analysis show that between reward and work environment has a direct positive effect, where the better the reward received by employees, the better the employee creates a conducive work environment, and vice versa, the less positive or bad rewards that employees receive, will result in a work environment that is not conducive.
Employee Productivity;	Research Practical and Social Implications: To improve service productivity, it is necessary to improve effectiveness leadership. We recommend that leaders in the licensing service environment to carry out leadership tasks more effectively.
Improving Service;	Originality/Value: Improve service productivity licensing in Manado City Government, it is necessary to improve in effectiveness leadership.
The Covid -19;	Doi: https://doi.org/10.26668/businessreview/2023.v8i6.2220
Gorvenment.	



**PRODUTIVIDADE DOS FUNCIONÁRIOS NA PANDEMIA DE COVID-19 TEMPO PARA
MELHORAR OS SERVIÇOS INTEGRADOS**

RESUMO

Propósito: O comportamento de trabalho dos funcionários são todas as atividades realizadas por eles no desempenho de suas funções, tanto individualmente quanto em grupo. As atividades realizadas pelos funcionários, tanto individualmente quanto em grupos, são na forma de percepções, atitudes, personalidades, habilidades e competências.

Estrutura teórica: Os dados usados neste estudo utilizam dados secundários obtidos do Escritório Central de Estatísticas da Província de Sulawesi do Norte em 2011-2021. Esse tipo de pesquisa é quantitativo.

Projeto/Methodologia/Abordagem: O objetivo geral deste estudo é obter dados empíricos e informações válidas e confiáveis sobre a influência da eficácia da liderança, da recompensa, do ambiente de trabalho e do comportamento no trabalho sobre a produtividade dos serviços dos funcionários.

Conclusões: Os resultados da análise mostram que entre a recompensa e o ambiente de trabalho há um efeito positivo direto, em que quanto melhor a recompensa recebida pelos funcionários, melhor o funcionário cria um ambiente de trabalho propício, e vice-versa, quanto menos recompensas positivas ou ruins os funcionários receberem, resultará em um ambiente de trabalho que não é propício.

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Implicações práticas e sociais da pesquisa: Para aumentar a produtividade do serviço, é necessário melhorar a eficácia da liderança. Recomendamos que os líderes no ambiente de serviços de licenciamento executem as tarefas de liderança com mais eficácia.

Originalidade/valor: Para melhorar a produtividade do serviço de licenciamento no governo da cidade de Manado, é necessário melhorar a eficácia da liderança.

Palavras-chave: Produtividade dos Funcionários, Melhoria do Serviço, o Covid -19, Governo.

PRODUCTIVIDAD DE LOS TRABAJADORES EN LA PANDEMIA DE COVID-19 TIEMPO PARA MEJORAR LOS SERVICIOS INTEGRADOS

RESUMEN

Objetivo: El comportamiento laboral de los empleados son todas las actividades que realizan en el desempeño de sus funciones, tanto individualmente como en grupo. Las actividades realizadas por los empleados, tanto individualmente como en grupo, se manifiestan en forma de percepciones, actitudes, personalidades, habilidades y competencias.

Marco teórico: Los datos utilizados en este estudio utilizan datos secundarios obtenidos de la Oficina Central de Estadística de la provincia de Sulawesi Septentrional en 2011-2021. Este tipo de investigación es cuantitativa.

Diseño/metodología/enfoque: El objetivo general de este estudio es obtener datos empíricos e información válida y fiable sobre la influencia de la eficacia del liderazgo, la recompensa, el entorno de trabajo y el comportamiento laboral en la productividad del servicio de los empleados.

Conclusiones: Los resultados del análisis muestran que entre la recompensa y el ambiente de trabajo hay un efecto positivo directo, donde cuanto mejor sea la recompensa recibida por los empleados, mejor será el empleado crea un ambiente de trabajo propicio, y viceversa, las recompensas menos positivas o malas empleados reciben, dará lugar a un ambiente de trabajo que no es propicio.

Implicaciones prácticas y sociales de la investigación: Para aumentar la productividad del servicio, es necesario mejorar la eficacia del liderazgo. Recomendamos que los líderes en el entorno de los servicios de concesión de licencias desempeñen las tareas de liderazgo con mayor eficacia.

Originalidad/valor: Para mejorar la productividad del servicio de concesión de licencias en el gobierno de la ciudad de Manado, es necesario mejorar la eficacia del liderazgo.

Palabras clave: Productividad de los Empleados, Mejora del Servicio, el Covid -19, Gobierno.

INTRODUCTION

Good governance, accountability and broad participation are currently severely disrupted by the Covid-19 pandemic. Good Governance improvement is deemed necessary to support public services and productivity work employees is maintained as a manifestation that a new paradigm and a characteristic that needs to exist in the public administration system still exists (Gilley, et al., 2009). Even though the government wants to provide excellent service to the community easily during the Covid-19 pandemic, obstacles continue to exist in its implementation. Performance barriers from public servants, namely civil servants in service providers, namely human resources, finance, and a demanding work environment online. The process requires good supporting facilities to speed up the process service fast and safe (Appelbaum, et al., 1998). Many of these facilities are not properly prepared because they are not get used to it with an inline system. This means that it is not sufficient. In addition, the ability and human resources who carry out varied tasks have not been able to complete the work

quickly to adjust to conditions during the Covid-19 pandemic. The Office of Investment and One Stop Services (DPM PTSP) Manado City Government has the authority to issue and sign permits and / or non-licensing on behalf of regional heads based on the delegation of authority from the regional heads. Since 2019 this service has implemented online services for licensing, especially commercial licenses. Implementation of One Stop Services (PTSP), especially the licensing of business actors, is carried out through Online Single Submission (OSS). OSS as a system that integrates all business licensing services under the authority of the Minister / Head of Institution, Governor or Regent / Mayor which is carried out electronically. This licensing system reform has made the licensing bureaucracy at the central and regional levels more integrated.

This weakness affects the productivity of services for technical officers is very limited (Gilley, et al., 2009); (Appelbaum, et al., 1998). The facilities used are inadequate. Lack of facilities causes process delays (Loke, 2001); (Larsson & Vinberg, 2010). Another phenomenon seen in relation to the productivity of public services is that the spirit of serving Manado people is still lacking. This is shown that there are still employees who serve not wholeheartedly, look indifferent, unfriendly, especially when served by ordinary people. For example, if the set time to do the work is seven days, the time can be shortened if the people served are not ordinary people. This means that there is service discrimination here. In addition, the space available for online services to the public is inadequate, such as an inadequate system. Inadequate service support facilities will cause service productivity to decrease or not to a maximum, De Jong & Den Hartog, 2007); A less than optimal working atmosphere will reduce service productivity, on the other hand, if a conducive work atmosphere will increase service productivity licensing; In addition, the factors that cause low service productivity are the varied abilities of employees so that the services provided are of less quality and service productivity does not increase (Gilley, et al., 2009); (Appelbaum, et al., 1998); Rosete & Ciarrochi, 2005).

Another problem that has been recorded is the lack of coordination between leaders in the integrated service unit and personnel in the technical service unit (Amabile, et al., 2004); (Cummings, et al., 2010); (Gilley & Gilley, 2008); (Gilley & Gilley, 2009); (Graen, et al., 1982). In addition, officials who carry out supervisory duties on objects that must have a permit do not carry out their duties optimally, and there are no sanctions for objects that do not have authorization (Ugboro & Screwdriver, 2000). Thus the community does not feel that a business or a house or anything that requires a permit is a must.

There is no motivation to pursue maximum work performance from employees, which causes work productivity to not increase (Gilley, et al., 2009); (Appelbaum, et al., 1998); Rosete & Ciarrochi, 2005); (Taiwo, 2010). Lack of motivation from employees will result in low productivity of the services provided. In addition, the benefits received have not been based on work performance, causing employees not to compete to provide maximum service (Abayomi & Oluwafunke, 2015); (Chang & Mills, 2013). This means that the rewards given are not based on the work performance achieved by each employee, but are evenly distributed to all employees, both underachievers and those with high achievements. This causes service productivity to also decrease (Abayomi & Oluwafunke, 2015). Another thing that causes productivity to decline is that the spirit of serving is not evenly distributed among all employees. Not all employees can provide satisfactory services to people who need services licensing, because there are still employees who serve not wholeheartedly which means serving unfriendly and relatively slowly (Howard, et al., 2016).

.Based on some of the problems above, this dissertation will examine various variables that affect employee service productivity by formulating Productivity Employees during the Covid-19 Pandemic Period in improving integrated services.

Theoretical Study

Leadership effectiveness and service productivity

Based on the previously stated definition, leadership is the process of influencing and driving the behavior of followers / members of the organization to carry out work tasks in achieving organizational goals. (Amabile, et al., 2004); (Cummings, et al., 2010); (Gilley & Gilley, 2008); (Gilley & Gilley, 2009); (Graen, et al., 1982); (Ugboro & Screwdriver, 2000). Leadership effectiveness is a leader's ability to influence and encourage others in the desired direction to achieve organizational goals. The ability of a leader to influence or encourage subordinates, direct and provide instructions in carrying out tasks, to achieve productivity of employees or those they lead. Employee work behavior in carrying out tasks varies greatly, therefore it takes direction and motivation from a leader to increase Service Productivity. How to influence or invite and encourage employees appropriately, it will provide good Service Productivity from employees. Thus it can be assumed that leadership effectiveness has a direct effect on Service Productivity,(Gilley, et al., 2009); (Appelbaum, et al., 1998); Rosete & Ciarrochi, 2005); (Taiwo, 2010).

Rewards and service productivity

Preward (reward) is a reward given to someone who shows a productive performance both extrinsic and intrinsic awards. Extrinsic rewards are in the form of salaries, wages, allowances, while intrinsic rewards are in the form of praise, recognition. through an appropriate, fair and balanced reward system increases the positive contribution of employees to be responsible for doing routine work, nor additional tasks (Gilley, et al., 2009); (Appelbaum, et al., 1998); Rosete & Ciarrochi, 2005); (Taiwo, 2010). Several studies summarized by Luthan (2006: 173) conclude that 83 percent of the probability that the performance-based salary reward system is systematically carried out in a company manufacture, will further improve employee performance than those who do not accept the approach. 62 percent probability that a system of systematic performance-based pay rewards for employees in service organizations will improve employee performance more than those who do not accept the approach. Giving appropriate rewards will arouse employee morale so that they can have positive work behavior, thus the results of the work will be effective and efficient. Based on the description above, it is suspected that there is a positive influence between reward and employee service productivity (Gilley, et al., 2009); (Appelbaum, et al., 1998); Rosete & Ciarrochi, 2005); (Taiwo, 2010); (Abayomi & Oluwafunke, 2015); (Chang & Mills, 2013);(Howard, et al ., 2016).

Work Environment and Service Productivity

The work environment consists of the physical environment in the form of work space, work facilities, lighting, air, and social environment is an organizational climate, namely social conditions in the form of relationships between superiors and subordinates, relationships between fellow employees, and work atmosphere. A conducive work environment is needed to realize good Service Productivity. Environmental conditions with good air circulation, available work facilities, adequate room lighting will be able to make employees work comfortably. In addition, a conducive working atmosphere, harmonious relationships between superiors and subordinates, harmonious relationships between employees will make employees work calmly, thereby producing effective and efficient work. Thus it is assumed that there is a positive influence between work environment and Service Productivity(Gilley, et al., 2009); (Appelbaum, et al., 1998); (Loke, 2001); (Larsson & Vinberg, 2010); (De Jong & Den Hartog, 2007); (Gilley, et al., 2009); (Appelbaum, et al., 1998); Rosete & Ciarrochi, 2005).

Work Behavior and Service Productivity

Employee work behavior is all activities performed by employees in carrying out their duties work both individually and in groups. Activities performed by employees both individually and in groups are in the form of perceptions, attitudes, personalities, abilities and Skills will boil down to the results of the work they do. As expressed in the description of the theory of work behavior shown by individuals in the form of productivity, creativity and performance. This means that the results of the activities displayed by individuals who have a link between their perceptions of work, their attitudes towards work, their personalities at work, and their abilities and skills will reflect work behavior. Work behavior displayed by individuals is productive work behavior. Thus it can be assumed that there is an influence between work behavior and service productivity (Gilley, et al., 2009); (Appelbaum, et al., 1998); (Loke, 2001); (Larsson & Vinberg, 2010); (De Jong & Den Hartog, 2007); (Gilley, et al., 2009); (Appelbaum, et al., 1998); Rosete & Ciarrochi, 2005).

Leadership Effectiveness and Work Environment

A comfortable and pleasant work environment will provide good morale for everyone (Gilley, et al., 2009); (Appelbaum, et al., 1998); Rosete & Ciarrochi, 2005); (Taiwo, 2010).. Based on the theoretical description and understanding of the work environment stated in the theoretical description that the work environment consists of a physical environment in the form of work space, work facilities, lighting, air, and the social environment is an organizational climate, namely social conditions in the form of relationships between superiors and subordinates, relationships between fellow employees, and the work atmosphere. To create a comfortable work environment both physical and non-physical in the form of harmonious relationships between superiors and subordinates and relationships between subordinates, the role of the leader is very large, namely the leader must be able to create a pleasant work atmosphere for employees so that work can be completed appropriately.(Amabile, et al., 2004); (Cummings, et al., 2010); (Gilley & Gilley, 2008); (Gilley & Gilley, 2009); (Graen, et al., 1982); (Ugboro & Screwdriver, 2000). Thus it can be assumed that there is a positive influence between leadership effectiveness on the work environment.

Reward and Work Behavior

The success and success of an organization is greatly influenced by the behavior of individuals in the organization. Employee work behavior is all activities performed by

employees in carrying out their duties work both individually and in groups. Psychologically, if someone is given an award both material and non-material, it will have a positive impact on their behavior at work. Activities performed by employees both individually and in groups are in the form of perceptions, attitudes, personalities, abilities and skills. If given an award, all the activities displayed will be more positive. This means that they will work better if they are given stimulation in the form of rewards in the form of materials such as salaries, bonuses, gifts and others, or in the form of recognition, praise, or promotion. Thus it can be assumed ¹⁶ that there is a positive influence between reward and work behavior.

Leadership Effectiveness and Work Behavior

Leadership is the ability to influence or encourage others to contribute to making the organization successful. Good leadership enables the organization to be effective and to achieve goals (Gilley, et al., 2009); (Appelbaum, et al., 1998); Rosete & Ciarrochi, 2005); (Taiwo, 2010). Leadership effectiveness is a leader's ability to influence and encourage others in the desired direction to ³⁰ achieve organizational goals. The ability of a leader to influence or encourage his subordinates, direct and provide instructions in carrying out tasks, to achieve the productivity of his employees or those they lead. Employee work behavior in carrying out tasks varies greatly, therefore it requires direction and motivation from a leader to increase Service Productivity. Shami AB and James B Lau explained that individual work behavior is influenced by leadership. A person can behave effectively at work apart from being motivated by himself, also directed or guided or driven by the leader.

Rewards and Work Environment

Rewards or reward or reward is one of reinforcement in encouraging someone to work harder or give better work results. In the description of the theory it is said that the reward system can be a strategic goal in attracting, motivating and retaining people employee (Gilley, et al., 2009); (Appelbaum, et al., 1998); Rosete & Ciarrochi, 2005); (Taiwo, 2010); (Abayomi & Oluwafunke, 2015); (Chang & Mills, 2013);(Howard, et al ., 2016).Robbins says that reward systems are more necessary for collaboration than competing with one another. Furthermore, it is said that the main objectives of the award program are: ²⁴ (1) attracting qualified people to join the organization, (2) keeping employees coming to work, and (3) motivating employees to achieve high levels of performance. The work environment consists of the physical environment in the form of work space, work facilities, lighting, air, and social environment is

an organizational climate, namely social conditions in the form of relationships between superiors and subordinates, relationships between fellow employees, and work atmosphere. Work environment in the form of a set of facilities and infrastructure, communication, and technology support. If the award received by a person is adequate, he will be able to relate well with the leadership or fellow employees so that the work atmosphere can be conducive. So rewards can affect the work environment, the effect is more on the non-physical work environment. It can also be said that if the reward received is adequate, then someone can provide their own work support facilities such as computers or other means. Thus it can be assumed that rewards have a positive influence on the work environment

Work Environment and Work Behavior

The work environment is a place or room and facilities where someone conducts activities as well atmosphere of comfortable and pleasant interaction among people in the organization. A comfortable and pleasant work environment will provide good morale for everyone (Gilley, et al., 2009); (Appelbaum, et al., 1998). Based on the theoretical description and understanding of the work environment stated in the theory description that the work environment consists of a physical environment in the form of work space, work facilities, lighting, air, and the social environment is an organizational climate, namely social conditions in the form of relationships between superiors and subordinates, relationships between peers employees, and work atmosphere. A conducive work environment will affect a person's work behavior; Rosete & Ciarrochi, 2005); (Taiwo, 2010); (Abayomi & Oluwafunke, 2015); (Chang & Mills, 2013); (Howard, et al., 2016).. If employees feel comfortable in their work space and adequate facilities are available, then they will behave in an effective job. As Feldman said, the environment of facilities and infrastructure significantly affects employees. The term environment of facilities and infrastructure is known as the work area or territory. In the description of the theory, Shami and Lau say that one of the aspects that affect work behavior is the physical environment. The physical environment in question is work space, lighting, air circulation (Gilley, et al., 2009); (Appelbaum, et al., 1998); Rosete & Ciarrochi, 2005); (Taiwo, 2010) Based on this description, it can be assumed that there is a positive influence of the work environment on work behavior.

RESEARCH METHODS

This study generally aims to obtain empirical data, and valid and reliable information about the influence of leadership effectiveness, reward, work environment, work behavior on employee service productivity. This research was conducted in the Manado City Government, namely the Integrated Licensing Service Agency, the City Planning Service, the Industry and Trade Service, the Public Works Service, and the Manado City Secretariat's Economic Section. Research data collection was carried out during 6 months from January to June 2020. Meanwhile, the instrument testing was carried out for one month. The research method used is a survey method to obtain real data on things experienced and carried out by respondents to discuss the relationship between the variables of leadership effectiveness, reward, work environment, work behavior, and service productivity.

Variables, Research Indicators, and Measurement Scales

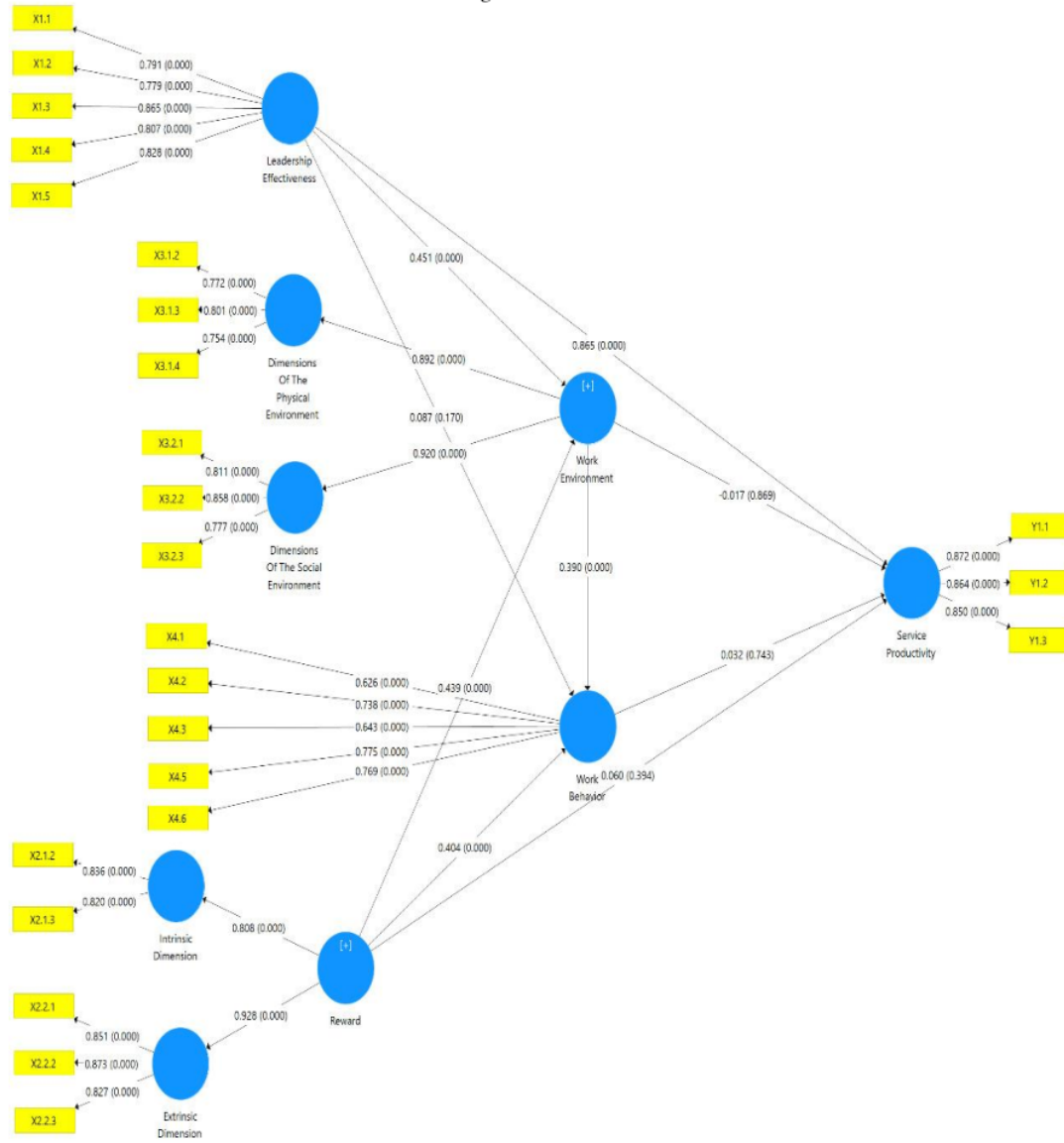
This research consisted of 2 X variables, namely Leadership Effectiveness (X1) with 5 indicators, Reward (X2) with 2 dimensions and 5 indicators, 2 mediating variables, namely the Work Environment (M1) with 2 dimensions and 6 indicators, and Work Behavior (M2), with 5 indicators, and one variable Y (Work productivity) with 3 indicators. The scale uses a Likert scale with five answer choices consisting of positive and negative statements.

Population, Sample, and Data Collection Methods, and Data Analysis Tools

The target population in this study is the work unit (SKPD) that carries out integrated licensing administration services. The number of respondents was 192 employees. The data collection technique was carried out using an instrument in the form of a questionnaire to assess service productivity, leadership effectiveness, reward, work environment, and work behavior. The analytical tool used is SEM PLS.

RESEARCH RESULTS AND DISCUSSION

Figure 1



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The summary of the results of hypothesis testing can be seen in the table below.

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Table 1: Hypothesis testing results

No.	Hypothesis		T Statistic	P-Value	Decision
1	There is a positive direct effect of leadership effectiveness on service productivity	Leadership Effectiveness -> Service Productivity	12,493	0.000	be accepted
2	There is a positive direct effect of reward on service productivity	Reward -> Service Productivity	0.853	0.394	rejected
3	There is a positive direct effect of the work environment on service productivity	Work Environment -> Service Productivity	0.165	0.869	rejected
4	There is a positive direct effect of work behavior on service productivity	Work Behavior -> Service Productivity	0.328	0.743	rejected
5	There is a positive direct effect of leadership effectiveness on the work environment	Leadership Effectiveness -> Work Environment	8,373	0.000	be accepted
6	There is a positive direct effect of reward on work behavior	Reward -> Work Behavior	4,495	0.000	be accepted
7	There is a positive direct effect of leadership effectiveness on work behavior	Leadership Effectiveness -> Work Behavior	1,375	0.170	rejected
8	There is a positive direct effect of reward on the work environment	Reward -> Work Environment	7,778	0.000	be accepted
9	There is a positive direct influence of the environment on work behavior	Work Environment -> Work Behavior	4,028	0.000	be accepted
10	The work environment is able to mediate the relationship between leadership effectiveness and service productivity.	Leadership Effectiveness -> Work Environment -> Service Productivity	0.161	0.872	rejected
11	Work Behavior is able to mediate the relationship between leadership effectiveness and service productivity.	Leadership Effectiveness -> Work Behavior -> Service Productivity	0.268	0.789	rejected
12	Work Environment and Work Behavior are able to mediate the relationship between rewards and service productivity.	Reward -> Work Environment -> Service Productivity	0.166	0868	rejected
13	Work Behavior is able to mediate the relationship between reward and service productivity.	Reward -> Work Behavior -> Service Productivity	0.312	0.755	rejected
14	Work Environment through work behavior is able to mediate the	Leadership Effectiveness	0.312	0.755	rejected

	relationship between Leadership Effectiveness and Service Productivity.	s -> Work Environment -> Work Behavior -> Service Productivity			
15	The work environment is able to mediate the relationship between rewards and work behavior.	Reward -> Work Environment -> Work Behavior	3,879	0.000	be accepted
16	Work environment through work behavior is able to mediate the relationship between rewards and service productivity.	Reward -> Work Environment -> Work Behavior -> Service Productivity	0.323	0.747	rejected
17	Work Behavior is able to mediate the relationship between the work environment and service productivity	Work Environment -> Work Behavior -> Service Productivity	0.321	0.748	rejected
18	The work environment is able to mediate the relationship between leadership effectiveness and work behavior	Leadership Effectiveness -> Work Environment -> Work Behavior	3,301	0.001	be accepted

Discussion of Research Results

The results of testing the first hypothesis show ²¹ that There is a positive direct effect of leadership effectiveness on service productivity. This provides an empirical affirmation of the importance of leadership effectiveness in influencing service productivity. Logically it can be understood that effectiveness leadership has a significant influence on service productivity. Variations in service productivity can be explained by variations in leadership effectiveness carried out by each leader in service licensing in Manado City Government. The decrease in employee service productivity is due to, among other things, less supportive leadership effectiveness. It can be understood that effectiveness leadership becomes an important factor influence high and low productivity of service employees in the field licensing. Each employee or subordinate requires firmness from the leadership in carrying out any decisions that have been determined. In addition, encouragement and communication and guidance from the leadership will influence service productivity from employees. High service productivity is characterized by employees effectively and efficiently in carrying out their work, as well as in providing quality services to the community. Quality service by paying attention to every

complaint of the public who are not satisfied with the service of employees in the licensing process.

The findings in the Manado city government, especially in terms of services licensing. There is still selfishness from the leaders in BP2T, the City Planning Service, the Industry and Trade Service, and the Economy to promote their respective sections. It means service should be licensing it must be integrated but in reality it is not one hundred percent integrated. In accordance with the procedure, for example, the registration for IMB is carried out at BP2T and the technique to look into the field and the supervisory function is in City Planning then the file is forwarded to the economic section to calculate how much the applicant must pay later processed back to BP2T for completion of the letter permission that which signed by the head of BP2T. There are still irregularities in the process, namely the applicant only registers at the BP2T section and then has dealt with City Planning until the permit is completed, the applicant takes it in City Planning. The researcher found that there were negotiations between employees in City Planning and the applicant on how much to pay. This indicates that the existing leadership is not yet effective, so it does not increase service productivity.

The results of testing the second hypothesis provide empirical confirmation that the hypothesis which states reward has no direct effect on service productivity. Thus it can be said that the decrease in service productivity is not caused by the reward variable. Conditions in the Manado City Government, especially in licensing services, high rewards do not lead to high service productivity due to the fact that rewards in the form of additional allowances are given to all employees regardless of the work performance shown. So employees are not competing to provide productive services because they work productively or do not give the same reward to all employees. High service productivity is characterized by the behavior of employees working effectively and efficiently and providing quality services to people who need licensing arrangements.

The results of testing the third hypothesis provide empirical confirmation that the work environment has no influence on service productivity. Thus, a decrease in service productivity is certain to have significant implications for decreasing service productivity. Service productivity which is reflected in the effectiveness in providing services and also efficiency in providing services if it is not supported by a comfortable and pleasant work environment, service productivity will not increase. In this case, employees can work optimally if they are supported by adequate work facilities and organizational climate, because the work environment is not only the physical environment but also the social environment.

The results of testing the fourth hypothesis provide confirmation that work behavior is not an antecedent to service productivity, so that the decrease in employee service productivity is not caused by less employee work behavior. It can be understood that work behavior is an important factor affecting the level of service productivity. Karp and Yoels stated that behavior is always produced through interpretation in an "action" situation, meaning that this behavior occurs when there is an interaction among themselves (David, et.al, 1984). Furthermore, Ivancevich, Konopaske, Matteson (2007) stated that demographic factors such as age, race and gender influence individual differences. Individual differences will affect personality and behavior (Ivancevich, et.al, 2007).

The results of testing the fifth hypothesis provide empirical confirmation about leadership effectiveness has a direct influence on the work environment. This means that variations in the work environment are determined by leadership effectiveness. Leadership effectiveness is an important factor in determining a comfortable and pleasant work environment. The factors contained in the work environment include the physical environment in the form of work space, work facilities and social environment in the form of organizational climate, the spirit of cooperation among employees, the quality of relationships between superiors and subordinates and relationships between employees. Leaders who can encourage subordinates and can create quality relationships, and are able to communicate well, can make the work environment comfortable and pleasant. Edvardson and Gustavsson conclude their research about quality in a work environment which they call "the good Work provides opportunities for individuals: (1) Exercise influence and control over one's own work situation; (2) Develop security and meaning; (3) Develop social relations at and through the job; (4) Keep a social distance to the job; (5) Maintain good health and avoid negative stress; (6) Work in safe physical surroundings (Edvardson and Gustavsson, 2003). Sedarmayanti stated that the factors that can influence the formation of a work environment that are associated with human / employee abilities include: (1) lighting / light in the workplace; (2) air temperature / temperature; (3) Humidity; (4) Air Circulation; (5) Noise; (6) Mechanical vibration; (7) Odor; (8) Color arrangement; (9) Decoration; (10) Music; (11) Security (Sedarmayanti, 2011).

The results of testing the sixth hypothesis confirm that rewards have an effect directly to work behavior. Awards received by someone can provide encouragement for someone to work better. Employee work behavior differs from one another according to their respective characteristics. McShane and Von Glinow explained that individual characteristics consist of

(1) values; (2) personality; (3) perception; (4) emotion; (5) attitude; (6) stress (McShane and Von Glinow, 2010). From these individual differences it can be shown that a person's behavior is determined by what is the motivation so that someone can behave positively in this case work behavior. Individual differences have a direct impact on behavior. Each person is unique thanks to their background, individual characteristics, needs and the way they perceive the world and other individuals.

The results of hypothesis testing state that the positive direct effect of leadership effectiveness on work behavior is not supported by research result. The results showed that leadership effectiveness had no effect on work behavior. This is indicated by the T-statistic value of 1.375 and the p-value of 0.170. This means that the increase in work behavior variables is not caused by effective leadership. In other words, leadership effectiveness is influential but through a conducive work environment. Shani and Lau explained that individual work behavior is influenced by leadership. A person can behave effectively at work apart from being motivated by himself, also directed and guided or encouraged by the leader. In the leadership theories and researches described in the theory description, it can be classified as activity, behavioral, and situational approaches. Davis argued that the main characteristics that have an influence on the effectiveness of organizational leadership are (1) intelligence; (2) maturity and breadth of social relationships; (3) Self-motivation and drive for achievement,

The results of testing the eighth hypothesis confirm that reward has a positive direct effect on the work environment. Logically, the award received by someone can provide encouragement for someone to work better, so as to create a conducive work environment, a conducive work environment, both the physical environment, which concerns the facilities used for work, as well as the non-physical environment in this case the work climate a work atmosphere that supports the implementation of duties. Moreover, in the office one has to interact with other people. The results of the analysis show that between reward and work environment has a direct positive effect, where the better the reward received by employees, the better the employee creates a conducive work environment, and vice versa, the less positive or bad rewards that employees receive, will result in a work environment that is not conducive. The environment in question is not only a physical work environment but also a non-physical work environment, namely how to create employee relationships with their superiors as well as relationships among employees. A conducive work climate will create a pleasant work atmosphere that does not accentuate unfair competition. Robbins (2011) states that the reward

system is more necessary for cooperation than competing with one another. Promotion, increase in payment,

The results of testing the ninth hypothesis provide confirmation that the work environment has a positive direct effect on work behavior. This shows that the more conducive the work environment is, the more positive work behavior will be. The findings in the field according to researchers that the existing work environment in the Manado City Government, especially in the field of licensing services, is not sufficient because if the licensing service is said to be integrated, it should be under one roof in the sense that the offices are not separated so that it can make the work climate or work atmosphere better. In addition, the physical work environment in the form of available facilities, namely inadequate computer equipment,

The tenth hypothesis predicts that the work environment is able to mediate the relationship between leadership effectiveness and service productivity. The physical environment affects a person at work, the environment that affects, among others, noise, lighting, and the work atmosphere, including air temperature and humidity, is an important factor in the work environment / working conditions. Many studies have shown evidence indicating that working conditions can affect workers' comfort, health, and performance (David, et.al, 1984).

The eleventh hypothesis predicts that work behavior is able to mediate the relationship between leadership effectiveness and service productivity. Based on the leadership behavior approach states that leadership behavior is task-oriented and relationship-oriented. Task-oriented behavior emphasizes planning and managing work, coordinating the activities of subordinates and providing equipment and other technical assistance needs. While relationship-oriented behavior emphasizes on attentive, act friendly, supportive, and help develop subordinates' careers and give recognition for contributions made by subordinates.

The twelfth hypothesis predicts that the Work Environment and Work Behavior are able to mediate the relationship between rewards and service productivity. Thus these findings reinforce the results of previous studies which show that the work environment is one of the factors that has a significant effect on service productivity. The findings in the field according to the researcher that the work environment in the Manado City Government, especially in the field of licensing services, is not yet sufficient because if the licensing service is said to be integrated, it should be under one roof in the sense that the offices are not separated so that they can also be called one-stop services, because the soul of this licensing service is one-stop

service so that the productivity of the service will increase. Thus, applicants or people who want to get services can quickly receive services.

The thirteenth hypothesis predicts that work behavior is able to mediate the relationship between reward and service productivity. The conditions that occur in the Manado City Government licensing service are not as revealed by this theory because most of the existing leaders are based on the factor of proximity to top level leaders in the City Government of Manado. Work behavior and work environment have a direct positive influence. This indicates that Leadership effectiveness affects the work behavior of employees through a conducive work environment in the sense that in addition to **the environment of facilities and infrastructure, the relationship between leaders and subordinates** in this case employees. It does not directly affect it, but with **a good relationship between superiors and subordinates**, employee work behavior is positive.

The fourteenth hypothesis predicts that the work environment through work behavior is able to mediate the relationship between leadership effectiveness and service productivity. **The work environment, a place where employees perform daily work activities, has a huge influence on their work performance.** Pfeffer (1998) in Prianto states that the workplace environment has a very big influence on work productivity. Edvardsson Bo and BengtOve Gustavsson in their research said that the quality of **the work environment is a prerequisite for success in developing new services.** This means that there are five requirements that must be met in a service-focused organization.

The fifteenth hypothesis predicts that the work environment is able to mediate the relationship between rewards and work behavior. **Based on the empirical evidence carried out in this study,** it is proven that rewards have a direct effect on work behavior. The calculation results for the correlation between reward and work behavior do occur in the City Government, especially in the licensing service, which correlates with work behavior. If the reward is given appropriately to employees, their work behavior will show positive. This means that if the reward is given in accordance with the demonstrated achievement, then the behavior of employees who have not performed will show maximum work behavior. Tailor argues **that strategies that use reward systems to raise performance standards based on various assumptions of human motivation are described by Vroom, in his theory of expectations** (Stephen, 2002). Expectancy theory explains that reward is related to one's performance. According to Rae, an award is a reward given to someone as a reinforcement in the organization (Rae, 2008). If reward is a reinforcement then reinforcement theory explains that **a positive reinforcement is a**

stimulus which when added to a situation strengthens the possibility of a behavioral response. Therefore, if positive reinforcement has a (desired) value for someone, it can be used to improve performance (Ivancevich, et.al, 2007).

The sixteenth hypothesis predicts that the work environment through work behavior is able to mediate the relationship between reward and service productivity. People who perceive things differently will behave differently. Greenberg and Baron (2003) explain the characteristics of individual differences, namely in terms of personality and abilities. Personality looks at the nature and characteristics of the individual and the ability to look at the capacity in the process of doing work. Furthermore, it is explained that behavior usually is the result of both characteristics of an individual (his or her knowledge, abilities, skills, and personality) and the nature of the situation. According to Rae, an award is a reward given to someone as a reinforcement in the organization (Rae, 2008). If the award is a reinforcement then the reinforcement theory explains that a positive reinforcement is a stimulus that when added to the situation,

The seventeenth hypothesis predicts that work behavior is able to mediate the relationship between work environment and service productivity. To achieve maximum service productivity, employees must behave positively in carrying out their work. According to empirical data, it shows that the hypothesis that service productivity is directly influenced by work behavior is not supported by data. Actually there is an effect, although very small. It is understandable that the work behavior in the Manado City government, especially in licensing services, is less creative and innovative to increase service productivity.

The eighteenth hypothesis predicts that the work environment is able to mediate the relationship between leadership effectiveness and work behavior. The work environment includes the physical environment and the social environment. In the theoretical description, the work environment is defined as a comfortable workplace. The work environment is also called the organizational climate (Steers); a spirit of cooperation among employees (Boshoff & Allen, Steers); the quality of the relationship between superiors and subordinates and the relationship between employees (Suliman & Iles). The physical environment affects a person at work, the environment that affects, among others, noise, lighting, and the work atmosphere, including air temperature and humidity, are important factors in the work environment / working conditions. Many studies have shown evidence indicating that working conditions can affect workers' comfort, health, and performance. In the description of the theory, Shani and Lau said that one of the aspects that influence work behavior is the physical environment. The

physical environment in question is a work space with good office layout arrangements, lighting, and air circulation.

CONCLUSIONS, IMPLICATIONS AND SUGGESTIONS

Based on statistical calculations and hypothesis testing and discussion, the following findings were obtained:

1. Leadership effectiveness has a positive direct effect on Service Productivity.
2. Rewards not positive direct effect on Service Productivity.
3. Environment work not take effect directly positive on Service Productivity.
4. Work behavior does not have a positive direct effect on Service Productivity.
5. Effectiveness influential leadership directly positive on the work environment.
6. Rewards positive direct effect on work behavior.
7. Effectiveness Leadership does not have a positive direct effect on work behavior.
8. Reward has a positive direct effect on the Work Environment.
9. Work Environment has a positive direct effect on Work Behavior.
10. The work environment is unable to mediate the relationship between leadership effectiveness and service productivity.
11. Work Behavior is not able to mediate the relationship between leadership effectiveness and service productivity.
12. Work Environment and Work Behavior are unable to mediate the relationship between rewards and service productivity.
13. Work Behavior is unable to mediate the relationship between reward and service productivity.
14. Work environment through work behavior is not able to mediate the relationship between Leadership Effectiveness and Service Productivity.
15. The work environment is able to mediate the relationship between rewards and work behavior.
16. Work environment through work behavior is not able to mediate the relationship between rewards and service productivity.
17. Work Behavior is unable to mediate the relationship between work environment and service productivity.
18. The work environment is able to mediate the relationship between leadership effectiveness and work behavior.

Research Implications

⁵⁹ The results of this study have several policy implications which are expected to contribute to human resource management practices, especially in increasing service productivity licensing in Manado City Government. The research implications are as follows:

First, if it will improve service productivity licensing in Manado City Government, it is necessary to improve in effectiveness leadership, because if the leadership is less effective it will result in decreased service productivity. But if leadership is effective, service productivity will increase. In terms of effectiveness leadership that needs to be considered is the ability to make decisions and implement these decisions. Also, if there will be a transfer, the leader must really have the competence as a leader.

Second, the more the reward is paid attention to will increase positive work behavior so as to increase service productivity. If you want to improve service productivity, you need to improve your reward through work behavior. Low rewards will reduce work behavior and result in low service productivity. Rewards that are relevant to attention are realizing awards based on the work performance of employees.

Third, effectiveness leadership can create a conducive work environment, especially in a social environment. If you want to improve the work environment, both physical and social, then leadership must be effective, that is, leaders must improve the way they guide or provide encouragement to employees in the Manado City Government in licensing services. To create a pleasant working atmosphere, leaders at the top level must have a great willingness to prepare adequate work space and adequate and more modern work facilities in the service licensing.

Fourth, work behavior does not have a positive influence on service productivity. In an effort to increase positive work behavior, it can be pursued by understanding more deeply the personality of each individual and increasing individual abilities in order to realize or improve service quality.

Fifth, effectiveness leadership towards the work environment. To improve a work environment that is adequate and conducive in a way that a leader must increase his ability and commitment to fostering good relations with employees and also have a commitment to prepare the means used in work and development atmosphere conducive work.

The six rewards for work behavior. To further improve positive work behavior, it is necessary to improve rewards, in this case, giving promotions to employees must look at competence, and giving additional allowances or bonuses must see employee work performance.

Seventh, though effectiveness leadership does not ⁵⁴ have a positive direct effect on work behavior, but if you want to improve positive work behavior, it needs improvement effectiveness leadership through work environment. Improvement in a leader's way must be able to provide encouragement and develop career from employees so as to create a positive work atmosphere and will result in positive work behavior.

Eighth, the conclusion shows that ¹ there is a positive direct effect of reward on the work environment. This means that the work environment will be adequate if there is an improvement in reward. Reward improvements can be done by not discriminating between employees in terms of subjectivity, but by giving rewards in the form of awards or praise or promotions to employees who have good work performance.

Ninth, based on the conclusion, ¹ there is a positive direct effect of the work environment on work behavior. Improvement of the work environment can be pursued by expanding the work space of each licensing service unit in the Manado City Government, so that employee work behavior will be more creative or innovative.

Suggestions

Based on the conclusions and implications above, the relevant suggestions to be recommended are as follows:

To improve service productivity, it is necessary to improve effectiveness leadership. We recommend that leaders in the licensing service environment to carry out leadership tasks more effectively, namely increasing coordination Among leaders and guide and encourage employees to increase service productivity.

1. It is recommended that the Mayor of Manado and the Chairman of the Manado Council pay attention to licensing services by providing an adequate building to serve as a service office licensing integrated so that the related services in this matter are under one roof which is called the Service Body Licensing Integrated (BP2T).
2. We recommend that a leader who is in a ministry environment licensing Manado City Government has an attitude to serve not to be served.
3. Policy makers need to pay attention to the eligibility and requirements for providing additional allowances to employees by looking at the work performance shown by employees, so that material awards are given based on performance.

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