



Factors Affecting the Performance of Sederhana Restaurant Employees in Bekasi

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ARTICLE INFO

Article history:

Received Jan 29, 2023
Revised Feb 15, 2023
Accepted Feb 28, 2023

Keywords:

Employee Performance
Leadership Style
Work Environment
Work Motivation

ABSTRACT

With this intense competition in the culinary industry which forces various culinary companies to continue to improve the performance of their employees, including PT. Sederhana Abadanmitra. This study has purpose to identify and investigate further towards the factors which affecting the performance of Sederhana Restaurant employees that located in Bekasi area. These research objects were 3 restaurants of Sederhana which located in Bekasi such as Sederhana restaurant at Bekasi town Square, Sederhana Restaurant at Harapan Indah and Sederhana Restaurant at Caman with total respondents of 96 people who were employees of these three restaurants. SEM-PLS used as a tool in analyzed the data which capable to evaluated the outer and inner models. The results from this research shows 1) leadership style has insignificantly positive effect on employee performance 2) work environment has significantly positive effect on employee performance and 3) work motivation has significantly positive effect on employee performance.

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INTRODUCTION

The growth of economic industry in Indonesia has been continues to raise rapidly following the times. At these days there are so many new businesses have continued to established in recent years, especially those in culinary industry which seen as strategic sector for the development of economic to increases the national income. By considering the data from the *Badan Pusat Statistik* (2016) which stated that the economic growth by type of business sector occurred in the accommodation sector and food and beverages services by 16.83%, these figures are quite high compared to the provision of transportation and warehouse which only increased by 4.93% and which is not much gap from the position of processing industry with 16.59%.

The pioneer of brand performance indicators, namely Indonesia's Top Brand Award who analyzes and assesses based on brand performance and then measures by Mind Share, Market Share and Commitment Share. Based on Top Brand Award for the Indonesian Restaurant during 2017 - 2021, Ampera Restaurant occupies the top position with score of 16%, followed by Sederhana Restaurants with 14% in second place, while Ayam Bakar Wong Solo came at the third

position by 11%, then followed by Bumbu Desa Restaurant with 9% and Ayam Goreng Suharti by 8% (Top Brand Award, 2022).

In response to this intense rivalry in the culinary industry, those companies who are engaged in this field are needed to extend their improvements particularly on the performance of their employees, including PT Sederhana Abadanmitra as a franchise company who is engaged in the culinary field with Sederhana Restaurant as their label that specialized in Padang cuisine or Minangkabau. With this kind of franchise system which implemented by PT. Sederhana Abadanmitra, it is certainly creates different vibes of Leadership style Working Environment as well as strengthen the Motives on each branches that become main centered of this research.

If we break down based on data from Google ratings, The Sederhana Restaurant at Bekasi Town Square gets rating of 4.7/5, while Sederhana Restaurant at Harapan Indah Simply gained rating of 4.5/5 and Caman's Sederhana Restaurant gets rating of 4.6/5. Furthermore, from initial research and observations that authors did, this phenomenon occurred due to the quality of food which served at these three restaurants which was still not as expected, such as the meats which still not tender enough, too salty, too sweet and some even said that the whole food was a bit sour Like it was leftover food. Apart from the food side, some of the consumers from these three restaurants also regret that they received unfriendly service, the cashier who careless when counting the payments (there is a difference between the amount of food and the money paid), the delivery service through application which often errors, the service is not prompt enough, sellers who are impatient and some even feel uncomfortable because while enjoying the food the waiters are always spying on them. These findings indicated that the performance of employees at these three restaurants are far behind. Another phenomenon found in these three Sederhana Restaurants are their wages system which still conducted with profit-sharing system of profits that performed for 3 months. This certainly shows the leader's decision to determine and direct his employees to stay motivated at work, as well as create a better work environment that makes employees comfortable so that the targets which set by organization or company could be achieved.

Basically as a leader, there are typical of leadership styles that fit enough to the function as role models, as driven and source of influence which expected to guide countless tasks and resources in an efforts to reach planned goals. The capacity in to uniting all human aspects could been as challenge of function of a leader itself. Leadership style could be referring to a method used by a leader in influencing, directing, encouraging and controlling others in achieving goals (Edasa & Putra, 2015). Leadership style could be said as behavior from a leader which performs of his/her leading ability (Moeheriono, 2015). A democratic leadership style will often produce leaders who are open, caring and focused on subordinates, while an authoritarian leadership style will produces leaders who can control subordinates in aggressive way and only focusing on the results (Peña et al., 2023).

Beside having high quality leaders, companies could achieve their goals if all employees work in better environment with full motivated so that employees would feel comfortable and enthusiastic at work. A secures and comfortable of work environment can brings positive impact in boosting the performance of employee in completing each work assigned. Work environment could be seen as a place where employees carry out their activities every day (Prasetyo et al., 2021). Moreover, another definition of work environment could also be defined as everything that is around the workers which could help and influence them in carrying out the job which assigned to them (Syavani & Prajono, 2016). Work environment brought an impact to their psychology state and productivity, but that's not all alone. These results can came out by so many factors other than that, such as the organization itself, individual favoritism and needs, work culture and management (Brunia et al., 2016; Budie et al., 2019; Palvalin, 2019). Current model of work environment has an objective in fulfilling the psychological needs of workers relates to the definition of autonomy in work by providing independently of time, space and manner (Brunia et al., 2016). Beside that, this work environment also aims to spare room for innovation within the

organization which could enhance its work culture and reduces the burden of environment (Brunia et al., 2016).

Apart from leadership style and work environment, motivation of work could be said as factor which affecting the performance of employee (Riyanto & Prasetyo, 2021). Motivation could be describes as intention which appears within oneself or personal due to being stirred, stimulate and urge in order to perform any activities with full of integrity, delighted and earnestness so the results earned would be better (Afandi, 2018). Motivation is also defined as a condition that force employees to reach the goals of their own motives (Mangkunegara, 2017). In terms of motivation of work, a person can be intrinsically motivated if they do the activity without eyeing on rewards but for themselves (Deci in Akkermans et al., 2016), so the support is also needed from the organization which stimulates to continue to improve their performances (Riyanto et al., 2021).

Research which accomplished by Paendong et al. (2020), Siagian & Khair (2018), and Kusumayanti et al. (2020) revealed that the leadership style brought positive and significant effect to the work environment. Kusnadi et al. (2022) and Triastuti (2019) also found correlation between work environment and employee performance. Furthermore, Riyanto & Prasetyo (2021), Suprapti et al. (2020) and Octaviannand et al. (2017) also found that high motivation will boost the performance of employee. However, several studies found that work environment (Kusumayanti et al., 2020; Nabawi, 2019), leadership style (Hadi, 2018; Marjaya & Pasaribu, 2019) and motivation (Marjaya & Pasaribu, 2019) did not have correlation towards employee performance. Through these phenomena and research gaps, the authors conducted this research with hope to explore more relates to which kind of leadership style, work environment and motivation that brought an impact to employee performance at these three Sederhana Restaurants in Bekasi and Author dedication to contribute and provide useful recommendations for PT Sederhana Abadanmitra.

RESEARCH METHOD

Descriptive quantitative method is selected as research design which capable to evaluate all hypotheses results as well as describe the correlation between variables (Arikunto, 2018; Sugiyono, 2019). Leadership style, work environment and motivation are selected as independent variables, while employee performance is choose as dependent variable considering the problems that occur in the research object recently. The unit of analysis that became research object were employees of PT Sederhana Abadanmitra which located in its 3 branches namely Sederhana restaurant at Bekasi town Square, Sederhana Restaurant at Harapan Indah and Sederhana Restaurant at Caman. The population and samples were taken from all employees who works in the research object (saturated sample) with amount of 96 employees.

Data collection was conducted by distributing questionnaires by the use of Likert scale method from 1 to 5 (strongly disagree, disagree, undecided, agree, and strongly agree) and broaden by utilize Google form as an medium for distributing questionnaires. The statistical method to support the research was performed through Structural Equation Model-Partial Least Square (SEM-PLS) by measuring both outer and inner model and evaluate data instruments as well as research hypotheses (Ghozali, 2014). SEM-PLS method was taken by the author because it is not based on many assumptions and the sample also did not exceed 100 respondents (Ghozali, 2014; Noor, 2015), making more easier to analyze the link between research variables.

RESULTS AND DISCUSSIONS

Outer Model

Outer model in this research is divided into Confirmatory Factor Analysis (CFA) method includes convergent validity test, discriminant validity test and composite reliability test. To examine the convergent validity, it can be accomplished by viewing at the loading factor value of each indicator against the construct and the AVE value of each construct (Hair et al., 2018). Based on evaluation

towards 39 indicators, it reveals that 13 criterion had loading factor value less than 0.70 or had lower rank of validity level so that the variable indicators needed to be eradicated or abolish from the research model so that the second test is needed. Then on the second test, it was found that all criterion had loading factor value > 0.7.

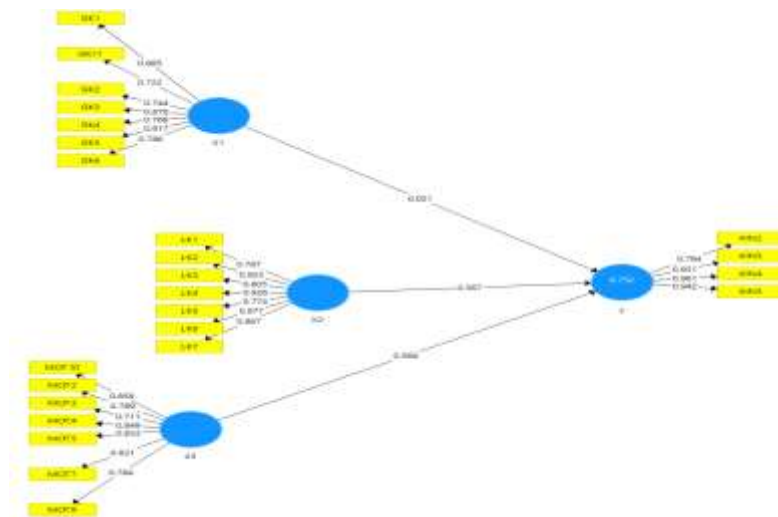


Figure 1. PLS Algorithm Model

If we viewed from the AVE value, all variables scores less than > 0.5. Then, it can be interpreted that the model are fulfill requirements of convergent validity.

Table 1. The Construct AVE Value

Construct	Average Variance Extracted (AVE)
Leadership Style	0.668
Work Environment	0.728
Work Motivation	0.658
Employee Performance	0.827

In revealing the discriminant validity using Fornell-Lacker criterion, the rate per construct should be higher than equivalence between one construct to other constructs in the model, so it can be said that the model meets the discriminant validity's criteria.

Table 2. The Discriminant Validity (Fornell-Lacker Criterion)

Construct	Leadership Style	Work Environment	Work Motivation	Employee Performancd
Leadership Style	0.817			
Work Environment	0.517	0.853		
Work Motivation	0.656	0.646	0.811	
Employee Performance	0.584	0.745	0.819	0.909

From the composite reliability test, the results stated that whole variables have Cronbach's alpha score > 0.7 with composite reliability value > 0.6 so that it can be declared as reliable.

Table 3. The Construct Reliability

Variables	Cronbach's Alpha	Composite Reliability
Leadership Style	0.916	0.933
Work Environment	0.937	0.936
Work Motivation	0.913	0.854
Employee Performance	0.928	0.920

Inner Model

The inner model in this study was accomplished by GoF model in order to measuring impact between variables. And Based on the R² test outcomes, it reveals the value of R² which is > 0.67 Meaning these models has strong reflection in forecasting the performance of employee based upon style of leadership, work environment as well as motivation.

Table 4. R-Square Value

Variable	R-Square	Adjusted R-Square
Employee Performance	0.725	0.743

In addition to R-Square, Q-Square is also one of GoF model criterion, Q-Square rates will reveals the model’s predictive relevance. Based on the outcomes from Q-Square calculating then it shows that all endogens have Q-Square values which are in the small - large category, but for the main endogens (Career Decision) Q Square seems in very good state at 0.583 or its value more than > 0.35 meaning that predictive relevance models is excellent.

Table 5. Q-Square Model Values

Variables	SSO	SSE	Q ² (=1-SSE/SSO)
Leadership Style	672.000	672.000	
Work Environment	672.000	672.000	
Work Motivation	672.000	672.000	
Employee Performance	384.000	160.252	0.583

The last model of GOF assessment in this research is SRMR model which indeed one of parameters in the GoF model. In Elicited to the SRMR model result which indicates if this model has rate for 0.114, then it can be said if the model is in fit criteria..

Table 6. The SRMR Model

	Saturated Model	Estimated Model
SRMR	0.114	0.114

From this PLS analysis, after these model are proven to be fit, then measuring the effect between variables can be carried out (Hair et al., 2018). According to the assessment results from PLS model through bootstrapping technique, then outcomes from the effect of inter-variables could be seen as follows:

Table 7. Hypothesis test results

Variable	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Leadership Style -> Employee Performance	0.021	0.020	0.074	0.284	0.776
Work Environment -> Employee Performance	0.367	0.364	0.070	5.264	0.000
Work Motivation -> Employee Performance	0.568	0.575	0.070	8.162	0.000

Quoted from the results of hypothesis test that mentioned like in Table 7, it is revealed that:
 1) The style of leadership had insignificantly positive effect on employee performance which can be

proven by the positive in path coefficient value of 0.021, p-value > 0.05 and T-statistic <1.96. 2) Work environment had significantly positive influence on Employee performance. This can be viewed by positive sign in path coefficient value of 0.367, p-value <0.05 and T-statistic > 1.96. 3) Motivation of work had significantly positive impact on employee performance. This proven by positive sign in path coefficient value of 0.568, p-value <0.05 and T-statistic > 1.96.

Discussion

Style of Leadership found has significantly positive influence on the performance of employee. These results are confirmed the research by Hadi (2018) and Marjaya & Pasaribu (2019). From the hypothesis test results it reveals that an increase in the value of leadership style subsequently increase the performance value but still less than what it is expected by Sederhana Restaurant in Bekasi. This probably cause the condition of leadership style which incapable to lead its employees to the right paths and the leaders of these three Restaurants seems lack firmness in conducting all the rules for employees and in the end their performance are less than what it is expected.

Work environment has significantly positive influence towards employee performance. These outcomes are supported by Kusnadi et al. (2022) and Triastuti (2019) research. Quoted from hypothesis test results are confirmed that the better work environment, the better the performance of employee would be and work environment is proven to be a factor that influences the increase of employee performance at Sederhana Restaurants in Bekasi. This results is indicates that the working environment at Sederhana Restaurant at Bekasi Town Square, Sederhana Restaurant at Harapan Indah and Sederhana Restaurant at Caman are very conducive. This can be seen from the solidity which shown by employees in working hand in hand as a team, thus it will improve their productivity.

Work motivation brought significantly positive effect on the performance of employee. These results are in line with the research from Riyanto & Prasetyo (2021), Suprapti et al. (2020) and Octaviannand et al. (2017). From the hypothesis test results it could be means that the higher motivation of employee, the better performance would earned and this work motivation is proven to be a component that could affecting the performance of employee. This indicates that in a company, an integrate employee motivation with company's target based on existing regulations are needed, so it will foster the motivation which have by the employee and in line with the goals of the company. With this integration it will also have an impact on feelings of pride in themselves which will directly improve their performances.

CONCLUSION

Gathering from the test results, it is confirmed that: 1) leadership style brought insignificantly positive impact on the performance of employee, 2) work environment brought significantly positive affect on employee performance and 3) Likewise to work motivation who brought significantly positive affect on the performance of employee.

This research contributes to improving employee performance in culinary companies especially for Sederhana Restaurant at Bekasi Town Square, Sederhana Restaurant at Harapan Indah and Sederhana Restaurant at Caman which have been experienced with this problem so far.

This research has several limits. Start with objects which only include the three restaurants of sederhana which are located in Bekasi and only assess the effectiveness of leadership style, work environment and motivation against the performance of employees, so it is hoped that in the future, the further researchers can add more different research objects, both in manufacturing and non-manufacturing companies by applying one of variables in this study as an intervening or mediating variable.

Through this research, the authors are giving some suggestions to the management of Sederhana Restaurant in Bekasi Area to: 1) Improve their leadership skills, by letting their leaders

to have more initiative in making decisions for employees, the leaders are hopes to be able to provide good motivation in order to foster enthusiasm for work and they also need to stimulate their subordinates to improve their capacities. 2) Work environment can be further improved by providing easy transportation facilities for employees to work and creating better working interaction between employees. 3) Employee motivation can be further enhanced through mutual assistance between colleagues, mutual respect between colleagues and providing training and exercise to develop potential skills which have by the employee.

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