



# The Effect of Leadership, Motivation, Work Discipline and Work Environment on Employee Performance at Fast Food Restaurants in Batam

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## Abstract

*This research is to help determining the impact of leadership, environment of work, motivation and also discipline of work toward performance of employee in several fast food restaurants in Batam. This study is a comparative causal study that has a sample of 5 out of 30 fast food restaurants located in Batam. The results of this research were analyzed descriptively and quantitatively. According to the results, it is stated that the four variables, namely leadership, motivation, work environment and work discipline, each have a significant and positive influence on employee performance. All of the hypotheses are accepted. The independent variable effected 92.4% toward performance of employee, knowing from the coefficient of determination.*

**Keywords: leadership, motivation, discipline, environment, work performance**

## 1. INTRODUCTION

Batam is a strategic city that is a tourist destination. Until the Covid-19 pandemic, Batam's tourism sector always increased every year. After the Covid-19 pandemic began to subside, entrepreneurs and investors began to create opportunities for growth in the fast food restaurant sector. Therefore, the recovery from Covid-19 has increased the number of fast food restaurants in Batam from 2019 to 2022. This has had an impact on the emergence of intense competition between fast food restaurants in Batam. Nearly the entire fast food restaurants located in Batam are known to be the same, only how they are presented is not

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AJMESC, Volume 03 Issue 04, 2023



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the same, some sell pizza, fried chicken, and also hamburgers. So, a fast food restaurant must provide the best service to its customers to show its competitiveness. This is known through the performance of the employees of the fast food restaurant. Employee performance is efficiency and productivity as the results and goals of employee development (Khan & Jabbar, 2013).

The growth of each employee influences the main goals of the organization, therefore it is important to guide each employee individually. Employee performance also takes such a significant role for every entities due to the reason it is an organizational asset. An organization can achieve good human performance goals when the factors that influence employee performance, such as human development, work environment, leadership, motivation, and work discipline, are implemented well. Imran *et al.* (2012) stated that leadership is a process where leaders impact and set an example for their followers to achieve organizational goals. According to Shaw *et al.* (2011), This discipline can be known as action or respect attitude, recognition, submission and compliance with applicable written and written regulations and if the delegated duties and authority are violated then sanctions cannot be avoided. Suwatno and Priansa (2018) define work motivation as the desire to try as hard as possible to obtain organizational targets, which depends on business skill to meet special personal needs.

## 2. LITERATURE REVIEW

### 2.1 Employee performance

It can be stated as how well a person tends to execute their duties of job and also responsibilities and it becomes important aspect for the development of the company (Shalahuddin, 2013). It may be getting impacted by recent actions and decisions of business so, it should be needed to apply as suitable strategy for business (Widarto et al., 2022). With the right strategy, it can help enhance the employees work and performance.

### 2.2 Definition of Dependent Variable

Gohari *et al.* (2013) stated that employee performance is an illustration of the achievement of the implementation of activity programs to realize the objectives, goals, vision and also mission of company which are carried out through the organization's planning. In line with this opinion, according to Iqbal *et al.* (2015) employee performance is becoming the result of hard work done by person in making out their duties with their





respective responsibilities. Meanwhile, Qureshi *et al.* (2013) stated that employee performance is the kinetics of work energy, and performance is the output produced by indicators of a job within a certain time.

According to the explanation mentioned, work performance and also achievement are stated as the work results done by a person. This means that performance of employee and also performance of work are a reflection of the results achieved by an employee or group, so that if the performance of employee is good, it can make the performance of company will also be better.

## 2.3 Relationship Between Variables

### 2.3.1 The Relationship of Leadership to Employee Performance

Imran *et al.* (2012), stated that leadership is the process of inspiring employees to do their best in order to achieve the desired results. Meanwhile, according to Bushra *et al.* (2011) leadership is known as a leader or someone who can organize, direct and control the efforts of other people. Therefore, leadership is a leader's way of influencing and managing subordinates with good characteristics so that they can achieve the desired company or organizational goals. Therefore, the effectiveness of a good leader depends on his ability to implement and manage his leadership patterns according to the conditions and situation of the organization.

### 2.3.2 The Relationship of Work Environment and Performance of Employee

Amusa *et al.* (2013), stated that everything that surrounds an employee and has the potential to affect how well he completes the tasks allocated to him, such as air conditioning (AC) and sufficient lighting to make them feel comfortable, is referred to as the work environment. Meanwhile, according to (Chai Hong *et al.*, 2013) the environment of work can be all tool had by the surrounding work environment and also the methods and arrangements of work are neat and clean as individuals or groups. Based on the opinion above, the work environment is everything around the employee while working. If the environment of work is good then the employee will feel safe and comfortable, if the environment of work is not neat and good then the employee will be uncomfortable and performance may decrease.



### 2.3.3 The Relationship between Work Discipline and Performance of Employee

Shaw *et al.* (2011) stated that discipline is respect, submission and obedience to applicable rules, and also when delegated duties and authority are violated, sanctions cannot be avoided. Based on this opinion, a person's discipline is ingrained within themselves so that it will indirectly shape a person into a better individual in upholding the principles of the rules

### 2.3.4 The Relationship between Motivation and Performance of Employee

Suwatno & Priansa (2018) defined workplace motivation is the drive to put out great effort in order to help attain the company objectives, which are contingent upon one's capacity to attend to specific individual requirements. So that every organization or company is obliged to have work motivation for all employees or organizations to try as hard as possible to obtain the desired targets.

## 2.4 Research Model and Hypothesis Formulation

The research model that will be studied is as follows:

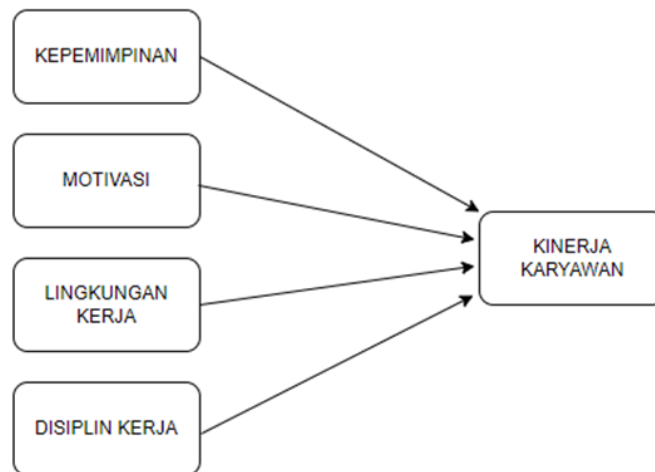


Figure 26 Research Model Analysis of the Influence of Leadership, Motivation, Characteristics, Work Environment, and Work Discipline on Fast Food Restaurant Employee Performance in Batam

### 3. RESEARCH METHOD

This study is considered a comparative causal study that characterized the problem in terms of causal relationships between variables. The variable examined in this research is the influence of leadership. Work environment, motivation, and also discipline of work affect employee performance. The data collection methods used were surveys or questionnaires distributed both offline and online. The obtained data was then analyzed applying the descriptive and also quantitative analysis methods. Descriptive analysis methods include mean, minimum, maximum, and standard deviation. Quantitative analysis, on the other hand, performs external tests. Validity testing Reliability testing and classic hypothesis testing. Classical hypothesis testing is performed. Including normality testing Multicollinearity test Heteroskedastic test Hypothesis testing and adjusted R-squared testing.

The following is the demographic data of respondents in the study which can be described as in the following table.

**Table 1. Description of Respondent Data**

Variable	Category	Frequency	Percentage
<i>Gender</i>	Male	92	36.7%
	Female	159	63.3%
<i>Age</i>	18-25 years old	62	34.7%
	26-30 years old	93	37.1%
	31-36 years old	74	29.5%
	>37	22	8.8%
<i>Income</i>	<4 million	39	15.5%
	4-6 million	94	37.5%
	6-8 million	89	35.5%
	8-10 million	24	9.6%
	>10 million	5	2%
<i>Education</i>	Primary school	0	0%
	Junior High School	1	0.4%
	Senior High School	81	32.3%
	Diploma	87	34.6%
	Undergraduate	76	30.3%
	Post-graduate	6	2.4%
<b>Total</b>		251	

#### 4. RESULT

The results of this research were analyzed descriptively and quantitatively. The descriptive analysis includes respondent data base on gender, age, length of work, income and latest education. The following tabulation shows the results of the descriptive analysis.

#### 4.1 Test Results of Classic Assumption

##### 4.1.1 Multicollinearity Test

Table 2 below contains the result of multicollinearity testing with the SPSS program. The table reveals a tolerance value of  $>0.10$ , so this proves that the regression used in this research is a good regression.

This table also shows the VIF calculation results below 10, meaning there is no correlation between independent variables. The results of data processing show that there is no found indication of multicollinearity.

**Table 2. Multicollinearity Test Results**

Variable	Tolerance	VIF	Conclusion
Leadership	0,105	9,535	Multicollinearity does not occur
Motivation	0,205	4,886	Multicollinearity does not occur
Work Environment	0,241	4,148	Multicollinearity does not occur
Work Discipline	0,181	5,53	Multicollinearity does not occur

a. *Dependent Variable* : Employee Performance

Source : Primary Data (2023)

##### 4.1.2 Normality Test

This test results with the independent variables are served at table 3. The table shows that the independent and dependent variables went such a normal distribution, meaning that the normality test results are below significant and have a normal distribution.

**Table 3. Normality Test Results  
One-Sample Kolmogorov-Smirnov Test**

		TK	TM1	TDK1	TLK1
N		121	121	121	121
Normal Parameters <sup>a,b</sup>	Mean	19.4380	18.9256	21.0826	18.3802
	Std. Deviation	3.49498	3.24850	2.86527	3.79310
Most Extreme Differences	Absolute	.136	.123	.118	.095
	Positive	.075	.122	.118	.078
	Negative	-.136	-.123	-.112	-.095
Test Statistic		.136	.123	.118	.095
Asymp. Sig. (2-tailed)		.000 <sup>c</sup>	.000 <sup>c</sup>	.000 <sup>c</sup>	.009 <sup>c</sup>

#### 4.1.3 Heteroscedasticity Test

This test results with the independent variables are displayed at table 4. It indicates that the independent and dependent variables have data with insignificant values, where the heteroscedasticity value is >0.05, meaning that heteroscedasticity does not occur. If <0.05 then the data has heteroscedasticity.

**Table 4. Heteroscedasticity Test Results (Glejser Test)**

Model	Significant	Conclusion
Constant	0,08	
Leadership	0,056	Heteroscedasticity does not occur
Motivation	0,053	Heteroscedasticity does not occur
Work Environment	0,833	Heteroscedasticity does not occur
Work Discipline	0,988	Heteroscedasticity does not occur

Source : Primary Data (2018)

#### 4.1.4 F Test Results

This test is performed to determine if the level of significance is higher than 0.05, where the dependent variable has no significant influence toward dependent variable. On the other hand, a value less than 0.05 or stated that there is a significant influence toward the dependent variable. at the same time Effects on Dependent Variables Variables (Al-Ghazali, 2018). F-test in Table 5 shows the f-test calculation using a significance value of 0.000 or significance if less than 0.05. Independent variables include leadership, work environment. Compensation and training It will have a significant influence toward performance of the dependent variable.



#### 4.1.5 T Test Results

This test shows the significance of leadership, motivation, work environment and also work discipline toward performance of employee. The following are the results of the T test carried out:

**Table 6. T Test Results**

Research Variable	B	Significant	Conclusion
Leadership	0,207	0,004%	H1 : Significant Positive Influence
Motivation	0,287	0,000%	H2 : Significant Positive Influence
Work Environment	0,246	0,000%	H3 : Significant Positive Influence
Work Discipline	0,287	0,000%	H4 : Significant Positive Influence

Source : Primary Data (2023)

#### 4.1.6 Adjusted R<sup>2</sup>

In this testing, we see how much influence the independent variable has in providing information on the dependent variable. If the value of R<sup>2</sup> is close to one independent variable, it can give as many information to estimate variations in the dependent variable (Ghozali, 2018).

Table 7 views a figure of 0.924, it can be meant that the independent variable is able to explain that the performance of employee is 92.4% while (100% - 92.4% = 7.6%) is explained by other variables which are not used in this research.

**Table 7. Coefficient of Determination Test Results (R<sup>2</sup>)**

Model	R Square	Adjusted R Square
1	0.926	0.924

Source : Primary Data (2023)

## 5. DISCUSSION

### 5.1 First Hypothesis

H1: Leadership gives such a significant positive influence toward employee performance



The significance value of the variable “Leadership” is 0.004%, which means that the significance level is less than 0.05. Therefore, H1 is accepted, it stated that leadership has a significant impact on performance of employee. This important impact is achieved through good leadership, listening, control and good communication between employees and management. The results are consistent with the oher study showing that leadership gives such a significant influence toward performance of employee (Aragón-Correa *et al.*, 2008; Braun *et al.*, 2012; Bushra *et al.*, 2011; Imran *et al.*, 2012; Iqbal N *et al.*, 2015; Ngima & Kyongo, 2013; Rad & Yarmohammadian, 2006; Sundi, 2013; Walumbwa *et al.*, 2008).

## 5.2 Second Hypothesis

H2: Motivation gives such a significant positive influence toward employee performance

The significance value of the motivation variable is 0.000%, which means that the significance level is less than 0.05. Therefore, H2a is accepted, which means that motivation has a significant impact on performance of employee. Motivating and supporting your employees in the workplace has a huge impact. The results of this test are consistent with research showing that motivation gives such a significant impact toward employee performance (Amusa *et al.*, 2013; Chai Hong *et al.*, 2013; Imran *et al.*, 2012; Jayaweera, 2015; M. Khan & Jabbar, 2013; Naharuddin & Sadegi, 2013; Ngima & Kyongo, 2013; Westerman & Yamamura, 2007).

## 5.3 Third Hypothesis

H3: The work environment has a significant positive influence on employee performance

The importance value of the work environment variable is 0.000%, which means that it is less than 0.05 important. Therefore, H3 is accepted, which means that the work environment gives such a significant influence toward employee performance. This is reached by having a comfortable room and also space of work. This makes employees feel more comfortable and relaxed. The finding of this test are consistent with research showing that the work environment gives such a significant influence toward performance of employee (Al-Qudah *et al.*, 2014; Asim, 2012; Chai Hong *et al.*, 2013; Gohari *et al.*, 2013; Ibrar & Khan, 2015; M. Khan & Jabbar, 2013; Qureshi *et al.*, 2013; Sultana *et al.*, 2020; Tahir *et al.*, 2014; Wekesa & Nyaroo, 2013).



#### 5.4 Fourth Hypothesis

H4: Work discipline has a significant positive influence toward employee performance

The variable work discipline has a significance point of 0.000%, which means that it is much less than 0.05, so H4a is accepted, or it stated that work discipline has a significant impact on employee performance. This excellent result is due to the company's disciplinary training. This makes employees more disciplined and obedient. The results of this test are consistent with research resulting that discipline o work gives such a significant impact on performance of employee. (Aragón-Correa *et al.*, 2008; Asim, 2012; Boadu *et al.*, 2014; Falola *et al.*, 2014; Hafeez & Akbar, 2015; Imran *et al.*, 2012; Kepha *et al.*, 2014; Qureshi *et al.*, 2013; Rizwan *et al.*, 2014; Sultana *et al.*, 2020; Tahir *et al.*, 2014).

#### 6. CONCLUSION

This study concluded that each of the four variables: leadership, motivation, work environment and also work discipline gives such a significant positive influence toward employee performance. Therefore, all hypotheses (Hypothesis 1 (H1), Hypothesis 2 (H2), Hypothesis 3 (H3) and Hypothesis 4 (H4)) were accepted. According to the results of the coefficient of determination, the independent variables investigated have 92.4% impact on employee performance.

This study has a series of limitations: 1) samples were collected over a short period of time; 2) The study covers only a few fast food restaurants in Batam; and 3) The employee does not have enough time to complete the questionnaire due to work commitments.

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