The Impact Of Leadership, Work Motivation And Work Environment On Employee Performance At XYZ Resto

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***Abstract**.*

This study aims to analyze leadership, work motivation, work environment and employee performance at XYZ Resto; to analyze the influence of leadership, work motivation and employee work environment on employee performance. This study uses quantitative methods with a descriptive and verification approach. Data collection techniques are carried out by distributing questionnaires, which must be tested for validity and reliability. The population in this study were employees at all XYZ Resto branches, totaling 250 people, where the sample was taken as much as 40% to 100 people. This study uses path analysis as a data analysis tool. The hypothesis is that leadership, work motivation and work environment have a significant effect on employee performance at XYZ Resto. Based on the research findings, it was found that the influence of the three variables of Leadership, Motivation and Work Environment simultaneously on the Employee Performance variable is 62.5%. While 37.5% is influenced by other variables outside those studied.

Keyword: *Leadership, Motivation, Work Environment and Employee Performance.*

I.   INTRODUCTION

According to Robbins (2021), the level of employee performance will depend greatly on two factors, namely employee ability and work motivation. Employee abilities such as level of education, knowledge, and experience. The level of ability will affect employee performance, where the higher the level of employee ability will produce higher performance. Another factor is work motivation, namely the drive from within employees to do a job. According to Robbins (2021) in line with Herzberg's theory, with high work motivation employees will be encouraged to do a job as well as possible which will affect performance results. The higher the motivation, the higher the performance that can be produced. With high performance, employees will work based on a work plan, pay attention to the work process and be results-oriented.In addition to motivation and leadership factors, the work environment where the employee works is also no less important in improving employee performance. The work environment has a direct influence on employees in completing work which will ultimately improve organizational performance. A work environment condition is said to be good if employees can carry out activities optimally, healthily, safely, and comfortably. Therefore, determining and creating a good work environment will greatly determine the success of achieving organizational goals (Indartono, 2010). In reality, based on preliminary results, a fact was found about employee performance at XYZ Resto, as follows:
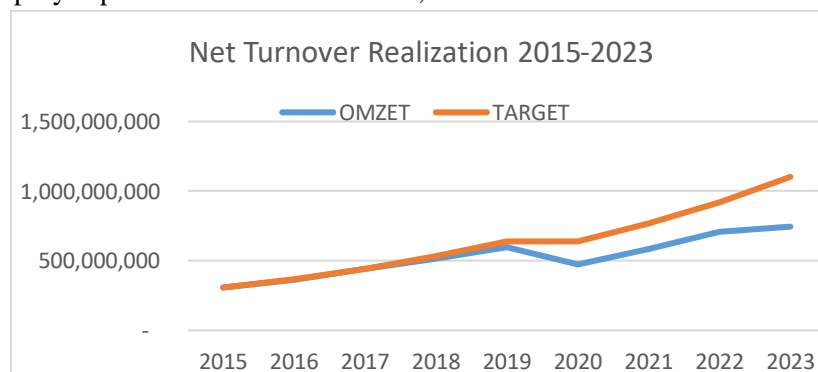

Fig 1. Net Turnover Realization & Target 2015-2023
Source: Data processed by the author 2024

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Fig. 1 shows that the achievement of turnover against the target still creates a gap, especially after the pandemic in 2020, seen in 2019 to 2023, the average branch turnover was unable to touch the set target. Researchers see this as an indication of performance problems.Table 1 shows that the assessment of employee performance achievement is still far from the ideal target of above 90%. The HRD Manager concluded that if the performance assessment is still below 90%, then it can be explained that the average individual performance in the service department is 73% for one year. While the average individual performance in the production department is 76%. And the average individual performance in the marketing department is 86%. If the definition of a value below 80% is lacking while a value above 80% is good. Then it can be explained that the average individual performance in the product and service departments is still lacking. While the average individual performance in the marketing department is quite good.

Table 1. Assessment of Average Employee Performance

No	Keterangan	CT1	CT2	CT3
1	Average Individual Performance in Service Section	67%	75%	78%
2	Average Individual Performance in Production Section	81%	74%	75%
3	Average Individual Performance in Marketing	86%	83%	88%

Source: Data processed by the author 2024

Based on the first prasurvey, facts were found about leadership, motivation and work environmen. Table 2 shows the results of the pre-survey assessment of the 5 dimensions of leadership studied. The results of the assessment of the dimensions of participation function and delegation function show a tendency to be good, but the assessment of the instructive, consultative, and control functions still tends to be lacking. This provides an overview of leadership in the XYZ Resto branch that tends to be less than optimal.

Table 2. Assessment of Leadership

No	Dimensi	Cenderung Baik (%)	Cenderung Kurang (%)
1	Instructive Function	67	33
2	Consultative Function	67	33
3	Participatory Function	81	19
4	Delegation Function	86	14
5	Control Function	62	38

Source: Pre-survey by HRD in 2023

The results of the pre-survey assessment of 21 respondents regarding the dimensions of work motivation in Table 3 show that the assessment of the achievement needs dimension tends to be good, namely 91% and the need for affiliation is 86%, this provides an overview of the level of work motivation of the workforce at XYZ Resto is quite high, but in the assessment of the dimensions of the need for power, authority, or position tends to be lacking. Furthermore, the lack of work motivation in the need for power is supported by survey data from HRD, when employees were asked whether they were willing if one day they were promoted to the position of supervisor or manager, the results were only 20% who answered the intention of employees who wanted a higher job position.

Table 3. Assessment of Work Motivation

No	Dimensi	Cenderung Baik (%)	Cenderung Kurang (%)
1	*Need for Achievement*	91	10
2	*Need for Affiliation*	86	14
3	*Need for Power*	52	48

Source: Pre-survey by HRD in 2023

The assessment of the dimensions of the work environment as described in Table 4 shows that the dimensions of the physical environment and non-physical environment tend to be good, but it can be seen that the physical environment dimension still tends to be lacking compared to the physical environment. This

provides an illustration that there is still something that needs to be improved from the physical work environment at XYZ Resto so that the goals of the institution can be achieved with a good work environment.

Table 4. Assessment of the Work Environment

No	Dimensi	Cenderung Baik (%)	Cenderung Kurang (%)
1	Lingkungan Fisik	71	29
2	Lingkungan Non Fisik	91	10

Source: Pre-survey by HRD in 2023

The results of the pre-survey, from the dimensions of leadership, work motivation, work environment, and performance, the average assessment was 74%, while those who assessed it tended to be lacking were 26%. In some dimensions, some were good, but in some dimensions, some were still lacking. So this is a space for XYZ Resto to make improvements and repairs.Based on the phenomenon of HR performance at XYZ Resto which did not reach the expected target. Contains an interesting anomaly to study, where the main problem lies which can then be fixed by the company. It is known that the pre-survey value shows a trend that is not bad, related to leadership, motivation and work environment. However, in reality the company's turnover shows an unexpected value, or in other words does not reach the target. So, a question arises about the influence of leadership, motivation and work environment on employee performance, how much influence. It is hoped that the results of this study will provide valuable insights for company management and academics to find the most effective way to improve employee performance, which will have a positive impact on the progress of a company/institution.

II.   LIBRARY STUDY

2.1   Leadership

Rivai (2015) defines leadership as the ability to influence, inspire, and direct the actions of individuals or groups to achieve desired goals. Bangun (2018) sees leadership as the process of influencing others in an organization so that they can carry out their duties well to achieve goals. Terry (2008) defines leadership as the ability to direct followers to work together with full trust and perseverance in completing tasks given by their leaders. The fact that leaders are individuals with different characteristics and abilities shows differences in their management and direction styles, and these differences lead to the formation of different leadership styles. In this context, in the emergence of leadership styles and characteristics, there are several effective factors such as the personal characteristics of the manager, his leadership abilities, his position, and the quality of the community to lead (Yılmaz & Kantek, 2016).

2.2   Motivation

Hamzah (2019:14) explains motivation as an internal drive that drives a person to behave according to that drive. Actions taken by a person based on this motivation will reflect themes that are in accordance with the underlying drive. Motivation is a tool that can control individuals to achieve organizational benefits, such as increasing employee commitment, organizational productivity, and increasing employee performance (Jaiswal, 2019:27). Sardiman (2020:73) defines motivation as an effort to create certain conditions that make someone want to do something. If someone doesn't like something, they will try to avoid or eliminate those feelings of dislike. This motivation can be triggered by external factors, but basically grows from within a person. Bangun (2018:312) defines motivation as a condition that drives a person to carry out their tasks according to the function they have in an organization.

2.3   Work Environment

Robbins (2021) defines the environment as external factors that have the potential to affect organizational performance, which are divided into general and specific environments. The general environment includes social and technological conditions that are outside the organization, while the specific environment is part of the environment that is directly related to achieving organizational goals. Nitisemito (2020:183) defines the work environment as all elements around workers that influence them in carrying out their duties, including the physical and non-physical environment that is attached to employees and affects their performance. Sedarmayanti (2017) distinguishes the work environment into physical, which includes all

physical conditions around the workplace that have a direct or indirect impact on employees, and non-physical, which relates to aspects of work relationships, both with superiors, co-workers, and subordinates. The importance of the work environment in an organization requires good regulation and arrangement of the factors that influence organizational activities.

2.4 Employee Performance

Hasibuan (2020:87) states that performance evaluation provides the attention that employees need from their superiors, which in turn can increase their work enthusiasm, as long as the evaluation is carried out in a fair and transparent manner, and followed by appropriate actions. These actions can be promotions, demotions, career development, or increased compensation. Simamora (2004:338) states that performance appraisal is a method used by companies to assess the performance of individual employees over a certain period of time, focusing on their contribution to the organization. According to Bernardin and Russel, as referred to by Triton (2005:94), performance appraisal is defined as a method for measuring an individual's contribution to their organization.

2.5 Research Framework

The researcher has explained the background of Leadership, Motivation, Work Environment, and Employee Performance. This explanation is also supported by theories and findings of previous research conducted by experts as references. The conceptual framework in this study aims to show the influence of Leadership, Motivation and Work Environment on Employee Performance. Figure 2 presents the conceptual framework of this study:
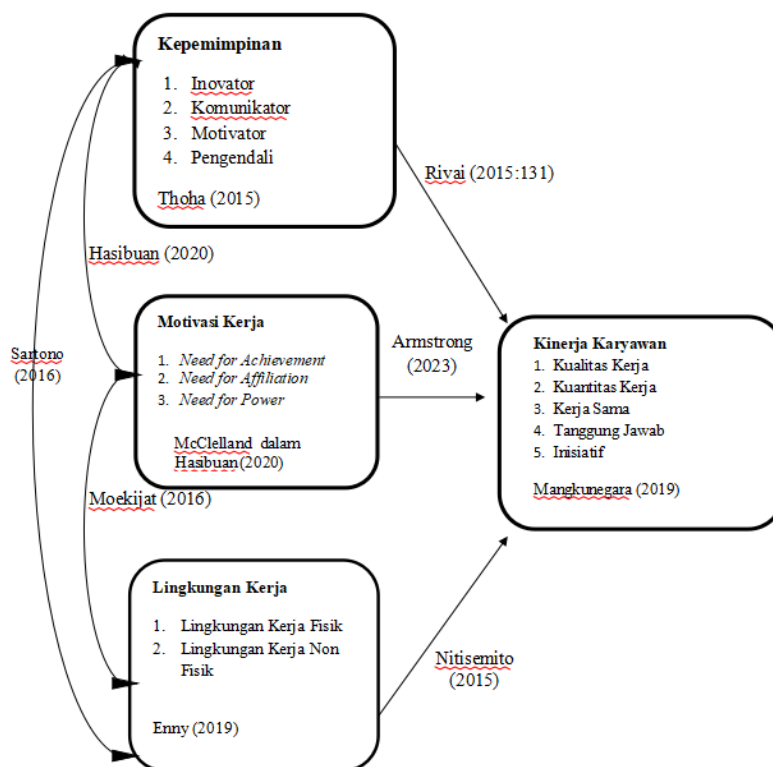

Fig 2. Research Framework
Source: Data processed by the author 2024

2.6 Research Hypothesis

Sugiyono (2019:99) defines a hypothesis as a provisional solution to study problems that are based on empirical data that have been gathered. The following are the hypotheses to be examined in this study:

1. Leadership has a significant effect on employee performance.
2. Work motivation has a significant effect on employee performance.
3. Work environment has a significant effect on employee performance.
4. Leadership, Work Motivation and Work Environment have a significant effect on employee performance.

III.   METHODS

This type of research is descriptive analysis research and quantitative methods. Descriptive analysis is a statistic used to analyze data by describing or depicting the data that has been collected as it is without intending to make conclusions that apply generally or generalizations. So the paradigm used in this study is the positivist paradigm. Quantitative methods are research methods for examining populations or samples, sampling techniques using saturated sampling, saturated sampling is a sampling determination technique when all members of the population are used as samples. Another term for saturated sampling that is often used is census. data collection using research instruments, data analysis is statistical in nature with the aim of testing the established hypothesis (Sekaran & Bougie, 2016). This study seeks to understand the relationship and influence between Leadership, motivation, work environment and employee performance on XYZ Resto employees. The survey method with a questionnaire was used to achieve the research objectives. The questionnaire was distributed to 100 employees at XYZ Resto. Data collection methods include the Likert scale, and data analysis involves descriptive analysis. In addition, this study uses secondary data from XYZ Resto as a supporting source.

IV.   RESULT AND DISCUSSION
4.1   Validity Test

Validity testing is a test to assess the accuracy of a system in measuring the items being measured. The following are the results of the validity testing carried out, including:

Table 5. Validity Test Results

Variable	*Pearson Correlation*	Nilai *sig.* (2-*tailed*)	Conclusion
Leadership (X1)			
1	0,758	0,000	Valid
2	0,845	0,000	Valid
3	0,878	0,000	Valid
4	0,858	0,000	Valid
5	0,884	0,000	Valid
6	0,866	0,000	Valid
7	0,863	0,000	Valid
8	0,846	0,000	Valid
9	0,856	0,000	Valid
10	0,893	0,000	Valid
11	0,823	0,000	Valid
12	0,799	0,000	Valid
13	0,818	0,000	Valid
Motivation (X2)			
14	0,657	0,000	Valid
15	0,503	0,000	Valid
16	0,715	0,000	Valid
17	0,715	0,000	Valid
18	0,388	0,000	Valid
19	0,622	0,000	Valid
20	0,458	0,000	Valid
21	0,616	0,000	Valid
22	0,700	0,000	Valid
23	0,682	0,000	Valid
24	0,677	0,000	Valid
25	0,705	0,000	Valid
Work Environment (X3)			
26	0,722	0,000	Valid
27	0,774	0,000	Valid
28	0,731	0,000	Valid
29	0,685	0,000	Valid
30	0,784	0,000	Valid
31	0,704	0,000	Valid
32	0,712	0,000	Valid

33	0,643	0,000	Valid
34	0,591	0,000	Valid
Employee Performance (Y)			
35	0,736	0,000	Valid
36	0,819	0,000	Valid
37	0,828	0,000	Valid
38	0,833	0,000	Valid
39	0,842	0,000	Valid
40	0,764	0,000	Valid
41	0,792	0,000	Valid
42	0,815	0,000	Valid
43	0,840	0,000	Valid
44	0,851	0,000	Valid
45	0,764	0,000	Valid

Source: Data processed by the author 2024

Based on Table 5, it can be seen that all indicators in the variables Leadership (X1), Work Motivation (X2), Work Environment (X3), and Employee Performance (Y) have a correlation significance value of less than 0.05 so that all items are declared valid.

4.2   Reliability Test

Table 6. Reliabilty Test

Variabel	*Cronbach`s Alpha*	Kesimpulan
Kepemimpinan (X1)	0,966	Reliabel
Motivasi (X2)	0,852	Reliabel
Lingkungan (X3)	0,870	Reliabel
Kinerja Karyawan (Y)	0,946	Reliabel

Source: Data processed by the author 2024

Table 6 shows that the reliability test on the variables Leadership (X1), Work Motivation (X2), Work Environment (X3), and Employee Performance (Y) produced a Cronbach Alpha value greater than 0.6, so it can be said that the variables Leadership (X1), Work Motivation (X2), Work Environment (X3), and Employee Performance (Y) are reliable.

4.3   Normality Test

Table 7. Normalilty Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	4.26696468
Most Extreme Differences	Absolute	.043
	Positive	.043
	Negative	-.028
Test Statistic		.043
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Based on table 7, it is known that the significance value of Asymp. Sig (2-tailed) of 0.200 is greater than 0.05. So according to the basis for decision making in the Kolmogorov-Smirnov normality test above, it can be concluded that the data is normally distributed. The significant value is greater than 0.05 so it can be concluded that Ho is accepted from all normally distributed variables.

4.4   Verification *Analysis Results*

Results of Verification Analysis Verification analysis in the research is to see Employee Performance through Leadership, Work Motivation, and Work Environment, using the path analysis method.

The image below is a description of the relationship structure and path coefficients of each variable:
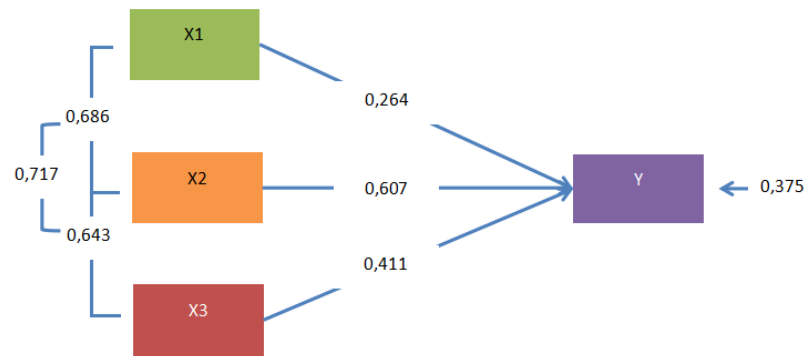

Fig 2. Structural Relationship Between X1, X2, X3 and Y

The figure 2 on the path above show that:

a. The direct influence of the Leadership variable (X1) on Employee Performance (Y) is 0.2642 or 0.069. This can be interpreted that Leadership has a direct influence on Performance of 6.96%, while the indirect influence through motivation and work environment is (0.264 x 0.607 x 0.411 x 0.686 x 0.643 x 0.717) = 0.019 or 1.9% so that the total influence of Leadership on Employee Performance is 8.8%.

b. The direct influence of the Motivation variable (X2) on Employee Performance (Y) is 0.6072 or 0.368. This can be interpreted that motivation has a direct influence on Employee Performance of 36.8%, while the indirect influence through leadership and environment is (0.264 x 0.607 x 0.411 x 0.686 x 0.643 x 0.717) = 0.019 or 1.9% so that the total influence of Motivation on Employee Performance is 38.7%.

c. The direct influence of the Work Environment variable (X3) on Employee Performance (Y) is 0.4112 of 0.131. This can be interpreted that the Work Environment has a direct influence on Employee Performance of 13.1%, while the indirect influence through Leadership and Motivation is (0.264 x 0.607 x 0.411 x 0.686 x 0.643 x 0.717) = 0.019 or 1.9% so that the total influence of the Work Environment on Employee Performance is 15%.

d. The influence of the three variables of Leadership, Motivation and Work Environment simultaneously on the Employee Performance variable is 8.8% + 38.7% + 15% = 62.5%. This shows that the three independent variables have an influence on Employee Performance of 62.5%.

e. The influence of the residual variable (ε) on the Employee Performance variable is 0.375 or 37.5%. This shows that Employee Performance is also influenced by other factors outside the study.

a) Simultaneous Hypothesis Testing (F Test)

Table 8. Simultaneous Hypothesis Testing

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3003.508	3	1001.169	53.322	.000[b]
	Residual	1802.492	96	18.776		
	Total	4806.000	99			

a. Dependent Variable: Kinerja_Y

b. Predictors: (Constant), Lingkungan_X3, Kepemimpinan_X1, Motivasi_X2

Based on the Anova table above, the Fcount value is 53.322 with p-value (sig.) = 0.000. With α = 0.05, dk1 = 2, and dk2 = (n-k-1) = 98, then Ftable = 2.700 is obtained. Because the Fcount value is greater than Ftable (53.322 > 2.700) and the significance value of 0.000 < 0.05, then H0 is rejected and Ha is accepted, meaning that Employee Performance is simultaneously significantly influenced by Leadership, Motivation and Work Environment. If presented in a graph, the Fcount and Ftable values can be seen as follows:

F Tabel 2,700   F Hitung – 53,322
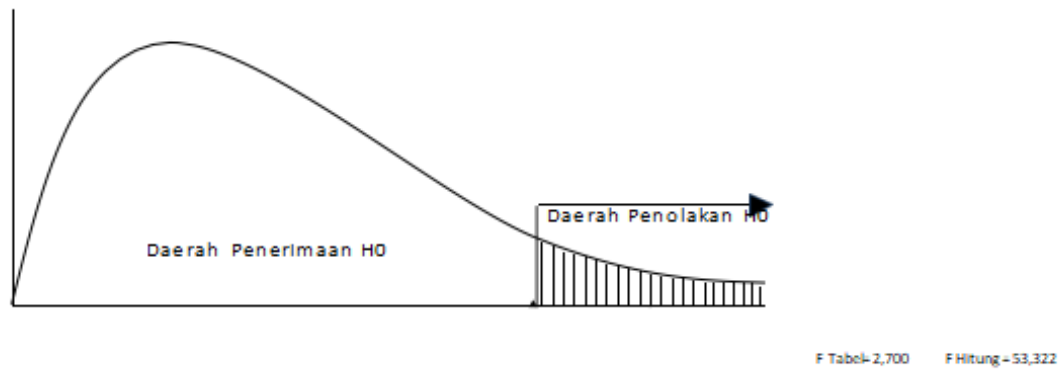
b) Partial Hypothesis Testing (t-Test)

Table 9. Partial Hypothesis Testing

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	6.404	3.065		2.089	.039
	Kepemimpinan_X1	-.060	.057	-.096	-1.061	.292
	Motivasi_X2	.722	.102	.702	7.095	.000
	Lingkungan_X3	.218	.103	.199	2.116	.037

a. Dependent Variable: Kinerja_Y

1) Pyx1 Testing :

From the output table 9 above, the t-count value for Leadership (X1) is -1.061 with a t-table value of 1.660. Because the t-count value is smaller than the t-table value (-1.061 > 1.660), Ha is rejected, meaning that Employee Performance is not significantly influenced by a negative relationship by Leadership. If illustrated, the t-count and t-table values for the partial test of X1 appear as follows:
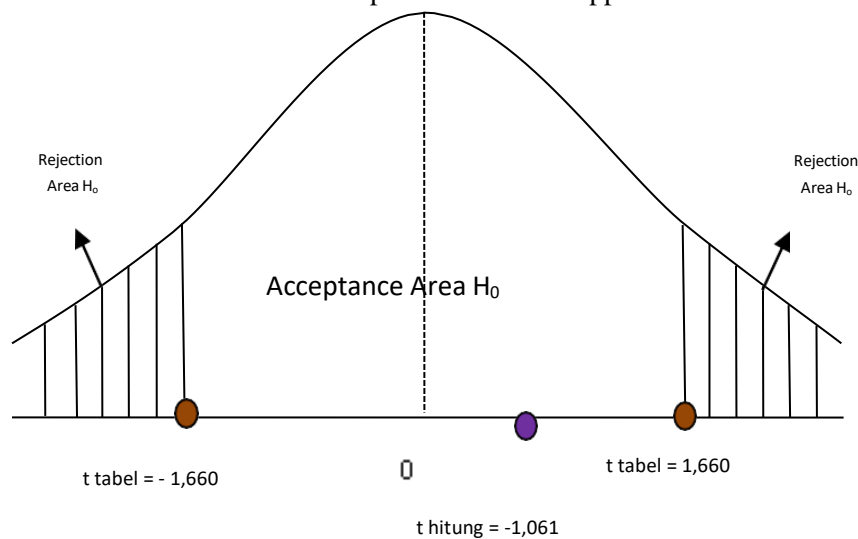

Fig 3. Partial Hypothesis Test Curve X1 against Y

2) Pyx2Testing :

From the output table 9 above, the t-count value for Motivation (X2) is 7.095 with a t-table value of 1.660. Because the -t-count value is greater than the t-table value (7.095 > 1.660), H0 is rejected, meaning that Employee Performance is significantly influenced in a positive direction by Work Motivation. If illustrated, the t-count and t-table values for the partial test of X2 appear as follows:
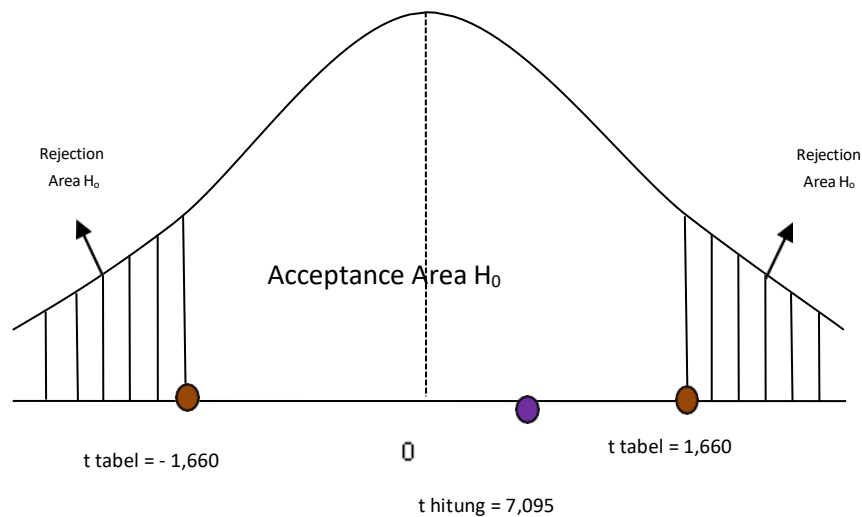
Fig 4. Partial Hypothesis Test Curve X2 against Y

3) Pyx3 Testing :

From the SPSS output table above, the t-count value for Work Environment (X3) is 2.116 with a t-table value of 1.660. Because the t-count value is greater than the t-table value (2.116 > 1.660), H0 is rejected, meaning that Employee Performance is significantly influenced in a positive direction by the Work Environment. If illustrated, the t-count and t-table values for the partial test X2 appear as follows:
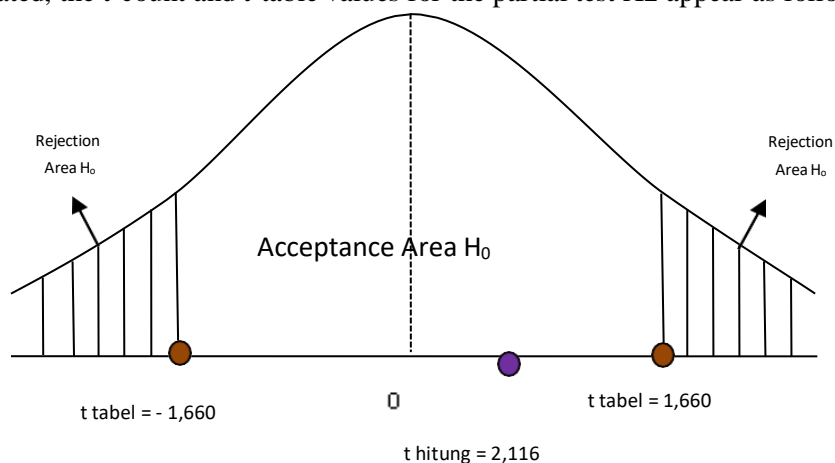

Fig 5. Partial Hypothesis Test Curve X3 against Y

V.   CONCLUSION AND RECOMMENDATION

5.1   Conclusion

The conclusions of this research are: All variables, including leadership, motivation, work environment and employee performance, received good responses. Obtained from the overall respondent data, the majority gave a positive response. Quantitatively, this value can be said to be positive, although it needs to be further explored qualitatively, because it is related to the background of the problem where some of the company's targets have not been achieved. This causes anomalies, between performance or other factors that cause the company's targets to be unattainable. However, the employee performance variable at XYZ Resto based on the questionnaire results is in the positive category. The influence of the three variables of Leadership, Motivation and Work Environment simultaneously on the Employee Performance variable is 62.5%. While 37.5% is influenced by other variables outside those studied. This shows that employee performance is positively and significantly influenced by leadership, motivation and work environment.

5.2   Recommendation

Based on the research results, the author intends to provide recommendations that can provide benefits and be considered in subsequent research.1) It is recommended to expand the scope of research to other factors that affect employee performance such as communication, incentives, and work discipline. 2) In

addition, it is also recommended to conduct research in different industrial sectors using different methods. 3) In terms of leadership variables, although overall it is considered good, it is recommended to focus more attention on the role of leaders as innovators and as communicators. 4) Meanwhile, related to work motivation variables, although considered very good or good overall, it is recommended to focus more attention on aspects of concern for employee work achievement, implementation of overtime and timely work, and recognition from fellow coworkers. And Suggestions for further research: To improve the quality of future research, it is recommended to develop the model by adding variables that have not been explored in current research.

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