

The Influence of Corporate Culture, Work Environment, and Leadership Skills on Employee Performance Mediated by Employee Motivation on Fast Food Restaurants in Batam

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Abstract: *In today's era of economic globalization, businesses are facing unprecedented levels of competition. This means that every company must be able to adapt quickly in order to anticipate economic uncertainty. To achieve maximum performance from their employees and boost competitiveness, businesses require effective and efficient management. Therefore, companies must have a deep understanding of the factors that influence employee performance. This article aims to analyze the impact of company culture, work environment, and leadership skills on employee motivation and performance. The study focuses on fast-food restaurant employees in Batam City, with four restaurant chains, McDonald's, KFC, J.CO, Chatime, and Marugame Udon, as samples. The study analyzes data from 373 respondents using the Partial Least Square (PLS) program and path analysis method. The results show that company culture, work environment, and leadership skills significantly affect employee motivation. Moreover, motivation has a significant positive effect on employee performance. Finally, the study confirms the significant role of motivation as a mediator variable in linking the independent variables (corporate culture, work environment, and leadership skills) to the dependent variable (employee performance).*

Keywords: *Company culture, Work environment, Leadership skills, Motivation, Employee performance*

Introduction

The age of globalization has brought about a modernization of the business world and an increase in competition among enterprises. To be competitive, a company must enhance the performance of its human resources. This is crucial, as human resources are considered to be vital assets for all businesses, as they are directly involved in achieving the company's productivity targets. Therefore, to manage a company's most valuable assets, namely its employees, a strategic approach to human resource management is required. Several factors have been shown to impact employee performance, including corporate culture, work environment, leadership skills, and employee motivation. In this study, we will examine the impact of employee motivation on performance.

Corporate culture is a set of norms and regulations that an organization develops to

guide its employees in adapting to external challenges and integrating internally. Modifying or improving the corporate culture can significantly impact employee performance in the long run (Binawan Nur Tjahjono and Tri Gunarsih, 2010). A positive work environment can boost employee morale and help them focus on their work. Conversely, an unsupportive work environment can be disruptive and cause stress among employees. Leadership plays a critical role in enhancing employee performance, and it involves more than just increasing productivity. A leader's ability to inspire others in pursuit of the organization's goals is essential.

Motivation plays a crucial role in the performance of employees. It moderates the influence of corporate culture, work environment, and leadership skills on the employees. When employees are highly motivated, they become more active in

carrying out their work, which leads to increased performance and quicker achievement of organizational goals. Motivation is a driving factor that leads individuals to undertake certain activities. Rizqi (2016) highlights the significance of motivation in determining employee performance. Work motivation factors of each individual significantly influence the performance of employees in a company. Readiness to act or attempt to achieve goals aimed at meeting one's needs is often interpreted as motivation. Employee performance is also predicted by motivation.

Through an empirical review, it has been discovered that organizational culture significantly affects work motivation and employee performance at Klumpu Bali Resort Sanur, based on research conducted by Giantari & Riana in 2017. Furthermore, a poor work environment can result in employees expending additional energy and time, as the work system cannot be executed optimally due to various obstacles. In accordance with research results from Kultsum in 2017 and Nurrofi in 2012, the work environment has a positive and important impact on motivation. Additionally, leadership has a positive impact on increasing employee motivation, according to studies conducted by Khair in 2019 and Tucunan et al. in 2014. However, most studies have examined employees in general without taking their socio-demographics into account. As a matter of fact, employees can come from different generations and possess different characteristics. There has been no research that focuses on observing the Generation Z employee segment, which currently dominates the labor market. Therefore, this research aims to fill this gap by focusing on examining the employee segments belonging to Generation Z.

Generation Z refers to those born between 1995 and 2010. They have a unique perspective on work and careers which can often lead to misunderstandings and conflicts with previous generations. Therefore, businesses need to understand their internal dynamics when dealing with managers or employees who belong to this generation. For companies looking to recruit Gen Z, it is important to establish and maintain a stable work culture, be aware of the challenges that

may arise, and position the company to be more competitive. By doing so, Gen Z's progress in the workplace can be effective. It is crucial to understand the relationship between company culture, work environment, and leadership skills, which are influenced by motivation, as this information can be valuable for human resource managers to optimize workforce management.

Literature review

Corporate culture

Corporate culture refers to the values, beliefs, attitudes, and behaviors that the members of an organization share. It is considered as a distinguishing factor between one organization and another. According to Robbins & Judge (2012), corporate culture helps in creating a shared system of meaning among the members of the organization. Meanwhile, Schein (2010) defines corporate culture as a pattern of fundamental assumptions that are developed, discovered, or created by a group of people as a way to overcome internal and external challenges that the organization faces. These assumptions are then taught to new members as a way to understand, think, and feel about these challenges. From this definition, it can be concluded that corporate culture is a set of behavioral patterns that are inherent in every individual within an organization.

Work environment

As per Nitisemito Alex (2000), the work environment comprises all the factors and elements present around workers that can impact their job performance. On the other hand, Isliana & Ghalib (2023) describe the work environment as the combination of work tools, surrounding environment, work methods, and arrangements, both at an individual and group level. A good work environment plays a vital role in enhancing employee productivity, which, in turn, results in better employee performance.

Leadership

Leadership is a concept that has been defined in various ways by experts. According to Refra (2021), it refers to the ability of a person

to convince others to achieve specific goals voluntarily. However, Herlina et al. (2020) believe that leadership is a social process in which leaders seek the voluntary involvement of their employees in achieving organizational objectives. Herlina et al. (2020) further describe leadership as the ability of a person to persuade and motivate others to work as a team under their guidance and accomplish particular goals. In general, leadership involves the capacity to influence, encourage, and direct individuals through communication, influence, and other means to attain specific voluntary goals.

Motivation

Motivation is the process of changing behavior and achieving self-satisfaction. According to Stanton et al. (1993), it is the encouragement that drives an individual towards a specific goal. This definition consists of three critical components: purpose, goal, and need. The intensity of effort is the measure of the motivation. Therefore, a business that aligns with the organization's goals is essential, and motivation is the process of meeting those needs.

Employee performance

Employee performance refers to the actual work performance and achievements of an individual. According to Afandi & Bahri (2020), employee performance vital for a company to achieve its goals. Basyit & Edy (2020) define it as the result of an employee's work in fulfilling their assigned responsibilities. On the other hand, Hendra (2020) describes employee performance as the expected behavior and function of an employee in carrying out their duties. Enderwita & Herlina (2019) define it as the actual behavior exhibited by an employee in accordance with their role in the company.

Hypotheses development

Corporate culture on employee motivation

Organizational culture refers to the work atmosphere that surrounds employees when carrying out their work activities. The culture of an organization can have a significant

impact on the behavior and performance of its workers (Setyawan, 2021). When the organizational culture is good, it can positively influence worker performance and increase their motivation to work. Studies have shown that both organizational culture and work motivation have a positive and significant effect on employee performance. Conversely, when the organizational culture is poor, and work motivation is low, it can negatively affect employee performance. The findings are consistent with research conducted by Suddin (2010) on the influence of leadership, motivation, and work environment on employee performance in Laweyan District, Surakarta City, which highlighted the significant impact of organizational culture on work motivation.

H1: Corporate culture has a significant effect on employee motivation

Work environment on employee motivation

According to Soedarso (2018), the work environment is a place where employees have access to all the necessary resources to carry out their duties. Sedarmayanti and Haryanto (2017) and Burhannudin et al. (2019) define the work environment as a place that provides people with various facilities to achieve the organization's goals. Lewa and Subowo (2005) state that the work environment is designed to foster work relationships that bind workers to the organization. A good work environment enables employees to perform their activities optimally while ensuring their health, safety, and comfort. A poor work environment can cause workers to waste additional energy and time because of various obstacles that hinder the work system's optimal implementation. Studies conducted by Kultsum (2017) and Nurrofi (2012) suggest that the work environment has a positive and significant impact on motivation.

H2: Work environment has a significant effect on employee motivation

Leadership on employee motivation

Leaders play a crucial role in directing and influencing their members. Without a leader to organize and guide them, an organization may

struggle to achieve its goals (Lestari & Muchsinati, 2022). The success of an organization largely depends on its leadership since it is the driving force behind organizational change. Leadership can also be considered a personality trait that has a significant impact on integrating and stabilizing an organization. According to Sutrisno (2014), leadership is a method of directing and influencing the tasks of a group of members. Fahmi (2016) further defines leadership as a science that explores how to direct, influence, or supervise others in accomplishing tasks based on orders or plans. Studies have shown that leadership has a positive impact on motivation (Khair, 2019; Tucunan et al., 2014).

H3: Leadership has a significant effect on employee motivation

Corporate culture on employee performance with motivation as mediation

Improving employee performance in agencies requires a positive organizational culture and motivated employees. Work motivation plays a crucial role in enhancing employee performance, making them more active in their work, and achieving organizational goals more efficiently (D. M. Mon et al., 2019). Motivation is a driving factor for individual behavior, leading individuals to perform certain activities. Previous studies have found that organizational culture has a significant impact on employee performance through motivation, with compensation being an intervening variable (Ashari, 2020). In contrast, other studies suggest that work motivation does not mediate the influence of organizational culture on employee performance (Haqq, 2016).

H4: Corporate culture affects employee performance with motivation as mediation

Work environment on employee performance with motivation as mediation

The work environment is a set of working conditions that can be measured based on the shared perceptions of organizational members who live and work in an organization. A clean work environment can create a feeling of

happiness, which can influence work enthusiasm and motivation, according to Ernest J. Mc. Cormick's theory is that the work environment can increase work motivation in employees and lead to satisfactory work results. In every job, there must be work motivation to get satisfactory results. Work motivation arises and maintains behavior related to the work environment. Feri et al. (2020) explain that work motivation variables create a close relationship between the work environment and employee performance. Therefore, companies need to create a work environment that promotes high motivation to improve performance and achieve greater success. A work environment that supports high motivation tends to produce employees who perform better and contribute significantly to organizational goals.

H5: Work environment affects employee performance with motivation as mediation

Leadership on employee performance with motivation as mediation

Motivation is a key factor in driving human behavior toward achieving goals. According to Wibowo (2019), motivation comprises generating, directing, maintaining, intensity, continuity, and having a goal. Meanwhile, Hollywood et al. (2007) define motivation as the driving force that makes people behave in certain ways based on their needs. To improve employee performance effective leadership plays a vital role in enhancing employee motivation. Previous studies have found that leadership skills have a positive and significant impact on performance when motivation is used as a mediator. Hence, leaders in an organization should display policies and traits that can boost employee motivation, leading to improved performance (Kembaren et al., 2023).

H6: leadership affects employee performance with motivation as mediation

Motivation and employee performance

Work motivation is a crucial factor in driving people to take action and achieve their goals. It is particularly important when it comes to completing tasks in the workplace. According

to Fahmi (2016), motivation is a behavioral activity that aims to fulfill expected needs. Sutrisno (2014) describes motivation as the driving force behind a person's actions. In this sense, motivation is often seen as a willingness to act or strive toward reaching goals that align with one's needs. Motivation also plays a significant role in predicting employee performance. Villas-Boas (1993) notes that 30% of a leader's time is spent dealing with employee issues. Therefore, the approach used to motivate employees should take into consideration the unique characteristics of each individual. As RIZQI (2016) suggests, motivation is a critical aspect that impacts employee performance greatly. The level of motivation in each employee can significantly influence their overall performance within a company.

H7: Motivation affects employee performance

Methods

This is a quantitative descriptive study that aims to analyze how company culture, work environment, and leadership skills affect employee performance. Motivation plays a mediating role in this relationship. Descriptive research is conducted to clarify and explain a specific situation in detail and to uncover relationships between events (İnce, 2023). The relational survey model is used to determine whether the variables change simultaneously or not, and if there is any change, how it occurs (Creswell, 2014).

Population and Samples

This study focuses on employees working in fast-food restaurants located in Batam City. The target population for this research includes all fast-food restaurant workers across

various job positions. The researchers collected data by distributing questionnaires among the employees of McDonald's, KFC, J.CO, Chatime, and Marugame Udon. According to the book by Mulasiwi and Julialevi (2020), the minimum sample size for a research study is 100. However, it is generally recommended that the sample size should be at least 10 (five) times the number of questionnaire questions. As the author's questionnaire consisted of 35 items, the number of respondents required was calculated as $35 \times 10 = 350$. To eliminate outliers in this research, the sample size used was 373 respondents.

Data collection

To collect the necessary data, we utilized primary research methods by distributing questionnaires to our respondents. The questionnaire included questions related to the research variables and required the respondents to provide their personal information as well. The data collection was carried out through surveys, either on paper or through Google Forms. The collected data was processed using SmartPLS 3 software.

Results and discussions

Descriptive statistics

Out of 373 respondents, the majority of employees from Generation Z at a Fast Food Restaurant in Batam were female (198 respondents or 53.1%). Additionally, 170 respondents were aged between 20 and 22 years (45.6%). The study found that most of the employees had a high school education (135 respondents or 36.2%), and the longest duration of employment was 2-3 years (132 respondents or 35.4%).

Table 1. Respondent Characteristics

Characteristic		Frequency	Percentage (%)
Gender	Male	175	46.9
	Female	198	53.1
	Total	373	100.0
Age	17 - 19	139	37.3
	20 - 22	170	45.6
	> 23	64	17.2
	Total	373	100.0

Characteristic		Frequency	Percentage (%)
Education Background	High School	135	36.2
	Diploma	19	17
	Undergraduate	36	32.1
	Postgraduate	30	26.8
	Total	373	100.0
Work Duration	0 – 1 Year	122	32.7
	1 – 2 Years	67	18.0
	2 – 3 Years	132	35.4
	> 3 Years	152	13.9
	Total	373	100.0

Validity and reliability test results

Validity and reliability tests were conducted on 30 participants from the pilot study. All variable items demonstrated a significant r-value greater than the critical r-value, with a significance level of less than 0.05. According to Sekaran & Bougie (2016), if the validity calculation reveals an r-value greater than the critical r-value and a significance level of less than 0.05, the research findings are considered valid, and vice versa. According to Hair et al. (2010), if the loading factor of items is more than 0.7 and the Average Variance Extracted (AVE) value is greater than 0.5, then it means that all the indicators of each construct are valid. Table 2 indicates that the convergent

validity test has been fulfilled. On average, the variance value explained by each indicator contained in each tested construct is greater than the error value in that construct. Therefore, all existing indicators can explain the construct compared to other factors not measured in this research. Based on Cronbach's Alpha, Sekaran & Bougie (2016) mention that an item can be considered reliable if its coefficient value is greater than 0.6. The researchers conducted a reliability test, and the results indicated that all instruments had a reliability coefficient value above 0.6. Therefore, all items in this research are deemed reliable. You can find the results of this validity and reliability test in Table 2.

Table 2. Validity Test

Variables	Item	Outer Loading	AVE	Decision
Company Culture			0.601	Valid
	CC1	0.843		Valid
	CC2	0.700		Valid
Work Environment			0.608	Valid
	WE1	0.806		Valid
	WE2	0.753		Valid
Leadership			0.636	Valid
	LE1	0.697		Valid
	LE2	0.795		Valid
Motivation			0.559	Valid
	MO1	0.798		Valid
	MO2	0.798		Valid
Employee Performance			0.579	Valid
	EP1	0.705		Valid
	EP2	0.813		Valid

Note: CC = Company Culture; WE = Work Environment; LE = Leadership; MO = Motivation; EP = Employee Performance

According to Hair et al. (2010), the Heterotrait-Monotrait Ratio value can be used to perform the discriminant validity test and evaluate whether a construct has sufficient discriminant

validity. For two reflective constructs, the HTMT value should be less than 0.9 to ensure that discriminant validity is adequate.

Table 3. Reliability Test

Variables	CC	WE	LE	MO	EP
CC	0.775				
WE	0.280	0.780			
LE	0.274	0.362	0.798		
MO	0.308	0.261	0.343	0.748	
EP	0.385	0.369	0.386	0.399	0.761

Hypothesis test results

In this study, we are testing a hypothesis using the t-test. The t-test helps to determine individually the influence of the independent variable on the dependent variable. Before conducting the test, normality and

multicollinearity tests should be carried out first. The path analysis test reveals that there are two normality tests. The first one is the direct influence test, which examines the direct influence that company culture, work environment, and leadership skills have on motivation.

Table 4. Direct Test

Hypotheses	P-value	T statistic	Decision
H1: CC → M	0,000	4,521	Accepted
H2: WE → M	0,000	4,693	Accepted
H3: LE → M	0,000	4,621	Accepted
H7: M → EP	0,000	3,511	Accepted

The indirect influence test measures how each independent variable (company culture, work environment, and leadership) affects employee

performance through the mediating effect of motivation.

Table 5. Indirect Test

Hypotheses	P-value	T statistic	Decision
H4: CC → M → EP	0,016	2,413	Accepted
H5: WE → M → EP	0,003	2,959	Accepted
H6: LE → M → EP	0,006	2,761	Accepted

Discussion

Corporate culture on employee motivation

Organizational culture refers to the work environment in which employees carry out their daily activities. This culture can greatly influence the motivation of employees. According to research, it has been found that a company's culture has a significant impact on employee motivation, which has been

confirmed by a p-value of 0.000 for H1. This supports previous research conducted by Suddin (2010), in which he investigated the impact of leadership, motivation, and work environment on employee performance in Laweyan District, Surakarta City. Suddin (2010) concluded that organizational culture has a significant effect on employee motivation.

Work environment on employee motivation

According to Lewa & Subowo (2005), a good work environment allows workers to perform their duties optimally while guaranteeing their health, safety, and comfort. On the other hand, a poor work environment can cause workers to use additional energy and time to complete tasks due to various obstacles. The research indicates that H2 is accepted with a p-value of 0.000, which means that the work environment in a company can significantly impact employee motivation. When employees feel comfortable in their work environment, they are more motivated to perform their best for the company. This result is consistent with previous studies, including Kultsum (2017) and Nurrofi (2012), which also found that the work environment has a positive and significant impact on motivation.

Leadership on employee motivation

Leadership is not only a personal trait that has influence but also a means of integrating and stabilizing an organization. According to Sutrisno (2014), leadership is a way of directing and influencing the tasks of a group of members. Meanwhile, Fahmi (2016) defines leadership as a science that examines how to guide, influence, or supervise other people in carrying out tasks based on orders or plans. The research results show that H3 is accepted with a p-value of 0.000, indicating that the leadership skills possessed by top officials or managers in a company can increase employee motivation to work well. This confirms the findings of studies conducted by Khair (2019) and Tucunan et al. (2014), which conclude that leadership has a significant positive impact on motivation.

Having good leadership skills from superiors means that employees can be positively influenced, thus maintaining their motivation to provide the best for the company.

Corporate culture on employee performance with motivation as mediation

Improving employee performance in organizations requires work motivation, which plays a crucial role. When employees are

highly motivated, they tend to be more active and efficient in their work, leading to quicker achievement of organizational goals. Research shows that corporate culture has an indirect influence on company performance, which is mediated by motivation. The study supports that corporate culture has a significant impact on employee performance, with motivation as the mediator. A positive motivation arises when the company culture is suitable for employees, and this indirectly improves employee performance. However, it contradicts the findings of a previous study by Haqq (2016), which suggests that work motivation is not an intervening variable or does not mediate the influence of organizational culture on employee performance.

Work environment on employee performance with motivation as mediation

A clean work environment can create a feeling of happiness, which in turn can boost work enthusiasm and motivation, according to Ernest J. Mc. Cormick's theory. This theory explains that a conducive work environment is necessary to stimulate the emergence of work motivation, which is crucial for achieving satisfactory work results. Work motivation arises and is maintained by behavior related to the work environment. Research results have shown that a good and comfortable working environment can create motivation for young employees, ultimately leading to improved employee performance and positively impacting the company. This proves that the work environment has a direct effect on employee performance with motivation as mediation. Previous research also supports this finding by stating that work motivation variables can create a close relationship between the work environment and employee performance. Therefore, companies must create a work environment that promotes high motivation in order to improve performance and achieve organizational goals.

Leadership on employee performance with motivation as mediation

Motivation is a driving force that compels people to act in certain ways to fulfill their needs, as explained by Hollywood et al. in

2007. To enhance employee performance, it is essential to optimize leadership skills that promote work motivation. Based on research results, it was found that H6 had a p-value of 0.003, indicating that leadership skills possessed by superiors can improve employee performance by encouraging employee motivation. Therefore, it is evident that leadership has a significant impact on employee performance, with motivation acting as a mediator. Previous research conducted by Kembaren et al. (2023) also confirms this finding, showing that leadership skills have a positive and significant effect on performance, with motivation as an intervening variable. Leaders in organizations must demonstrate policies and character that can boost employee motivation, leading to better performance.

Motivation for employee performance

Motivation is the driving force that directs behavior toward achieving clearly planned goals. It is essential when a person or group of people are carrying out work. According to Fahmi (2016), motivation is a behavioral activity aimed at fulfilling expected needs, while Sutrisno (2014) describes it as the driving factor behind someone's actions. Research shows that H7 is accepted with a p-value of 0.000, indicating that employee motivation can improve their performance. When employees are motivated, they are encouraged to work optimally, leading to better assessment and improved performance. Therefore, motivation has a significant impact on employee performance. To effectively motivate employees, it is important to pay attention to their characteristics, as pointed out by Rizqi (2016). Their level of work motivation largely influences employee performance in a company.

Conclusion

The research results suggest that company culture, work environment, and leadership skills have a significant impact on employee motivation. Additionally, motivation has a positive impact on employee performance. The study also found that the role of motivation as a mediator variable in influencing the relationship between the independent variables (corporate culture, work environment, leadership skills) and the

dependent variable (employee performance) was significant. However, it is important to acknowledge that there were limitations and obstacles encountered during the research process. The author's main limitation was the limited data available, as data collection involved using a questionnaire that required a long testing time to obtain appropriate respondents. Furthermore, the data used was often invalid due to respondents providing inaccurate answers due to concerns about privacy.

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