

The Influence Of Organizational Culture, Work Environment, Leadership Style, Employee Competence, And Motivation On Employee Performance Through Job Satisfaction In Starbucks And Excelso Employees In Batam City

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ABSTRACT

This study aims to determine the effect of organizational culture, work environment, leadership style, employee competence, and motivation on employee performance through job satisfaction. The sample in this study was 60 Starbucks and Excelso employees in Batam City. Sampling in this study uses the saturation sampling method that uses the entire population as a sample. This research uses the application software Statistical Product and Service Solutions (SPSS) and Partial Least Square (PLS). The results showed that organizational culture on employee performance had no significant effect, work environment on employee performance had no significant effect, leadership style on employee performance through job satisfaction had a significant effect, competence on employee performance through job satisfaction had a significant effect, and motivation on employee performance. through job satisfaction significantly positive effect.

Keywords: Organizational Culture, Work Environment, Leadership Style, Employee Compe-tence, Motivation

1. Introduction

Economic growth is a condition in which there is an increase in income for goods and services in a country sustainably and leads to a better economic situation. According to Hakim et al (2021) Economic growth is broadly defined as the development of an economic activity that increases the number of goods and services. The pace of economic growth supported by the food industry is also inseparable from the participation of each region in Indonesia, one of which is Batam City. Sourced to the Central Statistics Agency (BPS), there are many businesses according to business fields and business scale, there are 34,946 businesses of which 34,564 come from Small and Medium Enterprises (MSEs) and Large Medium Enterprises (UMB) as many as 382 businesses (BPS Kota Batam, 2016). The surge of MSEs and UMB in Batam City was driven by the trend that was happening in the community. One of them is the culture of drinking coffee. According to the International Coffe Organization (ICO) inside (Rizaty & Monavia, 2021), the ICO states that there is an increase in the growth of coffee consumption trends in Indonesia coffee shops or

coffee shops, at this time increasing, this is shown by the increasing number of coffee shops that are present every year. In addition to being able to chat with friends, many millennials and gen z are starting to get interested in the world of coping. This is evidenced by the very rapid development of the coffee shop business, especially in Batam City which produces customer satisfaction from the quality and taste image presented as well as the development of a satisfactory business driven by the performance of an employee. To see the actual performance of results can be seen and measured from employee achievements based on certain standards (S & Hariyanto, 2021). Performance is a variety of activities aimed at improving the business of a company. The success of performance achieved by a company is caused by the level of employee performance both individually and in groups, with the prediction of expectations that employees with good performance are directly proportional to the performance of a company (Bernardin & Russel in Wau & Purwanto, 2021). Therefore, a company needs to monitor its company's work in carrying

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out its duties and responsibilities according to the position of the position taken. The quality of human resource performance is the foundation for achieving targets and the sustainability of company life (Oliveira & Honorio, 2020).

Organizational culture is an important indicator of employee performance. Based on the sources that have been obtained from Aroby & Rizky (2021) the effectiveness of employee performance will be influenced by the strong organizational culture in a company. This means that if the quality of an organizational culture in a company is good, then the quality of employee performance is also good. Organizational culture is able to indicate the perception of employees in the company and have an impact on employee behavior (Arditi et al in Muchsinati & Mea, 2022). Previous studies by Ameswari et al (2021), Cahya et al (2021), Liga febrina et al (2021), Nurlina (2022), Purwanti & Indradewa (2022), Sari et al (2021), Setiawan & Meilani (2022), Wahjoedi (2021), Widhy et al (2021), Saxena et al (2022), Purwoharsojo et al (2020) showed that organizational culture and job satisfaction had a significant impact, in addition to research conducted by A. H. Arifin & Matriadi (2022), Opoku et al (2022), Reza & Elmi (2022), Susanti & Candra (2022), Susanto (2019) stated that there are significant results between job satisfaction and employee performance. High organizational culture will make for higher performance and vice versa (Sagala & Rivai dalam Sari et al., 2021). The improvement of organizational culture leads to an increase in employee performance (Cahya et al., 2021). Therefore, researchers are interested in differences in organizational cultures and excelso coming from different countries, having different organizational cultures can affect employee performance and are driven by other variables.

Employee Performance

Employee performance itself is the result of the work of an employee both in quantity and quality who performs his duties and responsibilities given by superiors and is involved in a variety of personalities that are counterproductive (Sidabutar et al., 2020). According to Bernardin and Russell in Nugroho et al (2019) employee performance is the result of the performance of a certain job over a certain period. The success of the performance achieved by a company is caused by the level of performance of individual and group employees, with the prediction of the expectation that employees with good performance are directly proportional to the performance of a company (Bernardin & Russel in Wau & Purwanto, 2021).

The influence of organizational culture on employee performance through job satisfaction

Organizational culture plays a role as a catalyst in improving employee performance and should be an obligation for all members because it will inspire consistency among members of the organization and improve group efficiency,

commitment, and overall performance (Soomro & Shah, 2019). A sustainability-oriented organizational culture is an important prerequisite for making it a strong and stable organization through cultural change (Linnenluecke and Griffiths in Soomro & Shah, 2019). For the sake of good employee performance, employee satisfaction must also be considered because when employees do not feel comfortable and are not valued, it will cause employees not to develop their potential which makes employees unable to concentrate fully (Sari et al., 2021). Mixdorf et al dalam Nurlina (2022) showed a decrease in performance due to the low application of organizational culture to job satisfaction. In addition, this relationship can be seen from research that shows the application of low organizational culture results in human resources being dissatisfied with their work, which has an impact on reducing work performance (Anas & Hamzah, 2022). In the previous study Ameswari et al (2021), Cahya et al (2021), Liga febrina et al (2021), Nurlina (2022), Purwanti & Indradewa (2022), Sari et al (2021), Setiawan & Meilani (2022), Wahjoedi (2021), Widhy et al (2021), Saxena et al (2022), Purwoharsojo et al (2020) organizational culture and job satisfaction had a significant impact, in addition to the previous study of A. H. Arifin & Matriadi (2022), Opoku et al (2022), Reza & Elmi (2022), Susanti & Candra (2022), Susanto (2019) stated that there are significant results between job satisfaction and employee performance.

H1 = There is a significant influence between organizational Culture on Employee Performance mediated by Job Satisfaction.

The influence of work environment on employee performance through job satisfaction

According to Mawardi (2022), The work environment is a very important component for employees in carrying out their work. The work environment is a situation that exists around employees that can have an impact on their work (Singgih et al., 2020). According to Ameswari et al (2021), A comfortable work environment is one of the efforts to develop employee performance. A good and satisfactory work environment will improve employee performance Ameswari et al (2021). The work environment directly impacts the work performance of employees and their job satisfaction (Muhammad et al., 2022). Research conducted by Adi (2022), Al-Jumaili et al (2022), Ameswari et al (2021), Aseanty et al (2022), Edward et al (2018), Mahmudah (2022), Mawardi (2022), Muhammad et al (2022), Purwanti & Indradewa (2022), Putra & Mujiati (2022), Ratnawati et al (2021), Sunarno et al (2022) revealed that the work environment and job satisfaction had a significant impact while in the study of A. H. Arifin & Matriadi (2022), Opoku et al (2022), Reza & Elmi (2022), Susanti & Candra (2022), Susanto (2019) stated that job satisfaction and employee performance have a significant impact.

H2 = There is a significant influence between the Work Environment on Employee Performance mediated by Job Satisfaction.

The influence of leadership style on employee performance through job satisfaction

According to Pudyaningsih et al dalam Nugroho et al (2019), leadership can affect employee performance if leadership can provide support, opportunities to develop, and employee needs are met. Leadership style in organizations can have a positive impact on employee job Satisfaction (I. Setiawan & Meilani, 2022). Leadership style greatly dominates the company's success in its activities (Sari et al., 2021). According to Ridwan et al (2021), A leader has an important role in achieving company goals to improve performance by paying attention to job satisfaction. The wrong selection of leadership style will make performance to decrease, attendance rates to increase, and organizational goals not achieved (Mon, 2021). Previous research conducted by Belias et al (2022), Brand & Walker (2022), DeLay & Clark (2020), Edward et al (2018), Megawati et al (2022), Rahman et al (2019), Samsuri et al (2022), I. Setiawan & Meilani (2022) et al., 2020) resulted in a dominating impact between leadership style and employee job satisfaction. In addition, the research of A. H. Arifin & Matriadi (2022), Opoku et al (2022), Reza & Elmi (2022), Susanti & Candra (2022), Susanto (2019) revealed the dominating impact of job satisfaction on employee performance.

H3 = There is a significant influence between Leadership Style on Employee Performance mediated by Job Satisfaction.

The influence of Employee Competence on employee performance through job satisfaction Kurniawan et al (2022) competence plays an important role because it is related to a person's basic ability to do work. Competence is a basic character that shows the way a person thinks, behaves, acts, and draws conclusions. Competencies are used to demonstrate performance in a particular job both knowledge and skills. Competence has an important role in an organization to achieving job satisfaction and improve employee performance (Y. Amin et al., 2019). Competence will be ideal when supported by the ability to solve problems, plan, and teamwork (Fatyandri, 2022). Competence is the capability in carrying out work that is supported by skills, knowledge, and work attitudes and is an important component in increasing employee job satisfaction (Ridwan et al., 2022). Jusmin et al in Nugroho et al (2019) argue that better employee competencies will be in line with the performance of the employees obtained. In previous research, Amin (2022), Gunawan et al., (2022), Kurniawan et al (2022), Ridwan et al (2022), Supriyanto et al (2021), Sabuhari et al (2020), Sabani et al (2020), Priyono & Lilik (2017), Husni et al (2021), Hartati (2020) had a significant impact on employee competence and performance mediated by job satisfaction. In addition, the research of A. H. Arifin & Matriadi (2022), Opoku et al (2022), Reza & Elmi

(2022), Susanti & Candra (2022), Susanto (2019) stated that job satisfaction and employee performance have a significant impact.

H4 = There is a significant influence between Employee Competence on Employee Performance mediated by Job Satisfaction.

The influence of Employee Competence on employee performance through job satisfaction

Motivation is support from a person consciously or unconsciously to ask for action with a certain purpose and become an important element in work, education, or lifestyle (Riyanto et al., 2021) is the power that arises from a person either inside or out that raises the spirit of achieving the desired achievement (Jennifer, 2022).

Employee motivation is important to maintain because it is an encouragement. If motivation increases performance will also increase (Ameswari et al., 2021). Motivation is used to show and fulfill the motivations, wants, needs, and strengths of the organization so that employees are motivated and meet organizational goals (Ameswari et al., 2021). According to Fatyandri & Ferdinand (2022), employee motivation and performance have a significant impact on customer satisfaction. Previous research at Atmojo & Iqbal (2022), Hajjali et al (2022), Hussain (2022), Juhji et al (2022), Lasiny et al (2021), Marta et al (2021), Panjaitan & Kustiawan (2022), Pham et al (2022), E. Setiawan (2022), Zhang et al (2021) stated that there was a significant influence that occurred between motivation and job satisfaction and the research conducted by A. H. Arifin & Matriadi (2022), Opoku et al (2022), Reza & Elmi (2022), Susanti & Candra (2022), Susanto (2019) argue that there are significant results between job satisfaction and employee performance.

H5 = There is a significant influence between Motivation on Employee Performance mediated by Job Satisfaction.

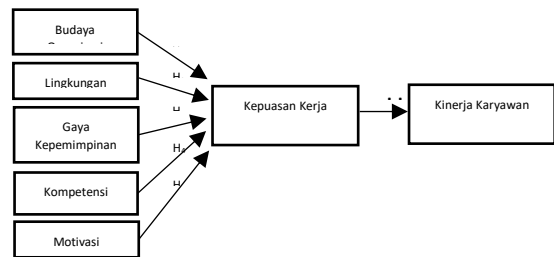


Figure 1. Research Model (2022)

2. Research Method

The population in this study was employees of Starbucks and Excelso coffee shops in Batam City. The object of study is taken based on several reasons. One of them is inflation that occurs due to the trend of drinking coffee that is currently rife in the community, thereby boosting the economy and increasing Small and Medium Enterprises (MSEs) such as coffee shops in Batam City. Sampling in this study used the saturation

sampling method. Saturation Sampling is a sampling method by utilizing the entire population as a sample (Fadillah et al., 2022). Sampling was selected thoroughly covering all the employee populations of Starbucks and Excelso in Batam City. A population of 60 employees was sampled by asking 60 question. The study is categorized as a comparative causal study that compares the significance of independent variables and dependent variables (Sugiyono in Muchsinati & Lyvia, 2022). This study used Statistical Product and Service Solutions (SPSS) and Partial Least Square (PLS) software applications. Testing uses statistical product and service solutions (SPSS) software applications first for demographic testing. Second, a validity test was carried out, Hair et al (2017) stated that the convergent validity scale can be measured when the AVE limit value is not smaller than 0.5. Third, then continued the reliability test was carried out with a minimum standard of Composite Reliability ≥ 0.7 (Ghozali, 2016). The minimum standard test of Composite Reliability ≥ 0.7 (Ghozali, 2016). Fourth, conduct an inner model test. The test is useful to show the percentage of influence exerted between latent variables and the suitability of the matrix based on two or more models. The relationship between variables and one another is said to be significant if it has a T-statistics number > 1.96 and P-Values of less than 0.05 (Hair et al., 2019). Fifth, conduct the R-Square test. This test aims to show the extent to which the influence of exogenous variables on endogenous variables. The value of R2 is declared good if it reaches 0.75, it is said to be moderate when it is at 0.50, it is declared weak if it reaches 0.25 (Ghozali & Latan, 2012).

3. Result and Discussion

Descriptive Analysis of Respondent

From the demographic analysis, it can be concluded that: based on gender, data shows the number of male respondents who work as employees of Starbucks and Excelso in Batam city amounted to 35 people with a percentage of 58.3%. This is because Starbucks and Excelso need male employees as the face of coffee outlets who are directly opposite to customers and meet customer satisfaction when buying coffee. At the vulnerable age of 21-30 years, as many as 71.7% are the most vulnerable age of Starbucks and Excelso employees in Batam City. This is because Starbucks and Excelso employees need employees of productive age and have an attractive appearance. Based on the length of work, it is dominated by employees who have a service period of more than 3 years with a percentage of 40% because Starbucks and Excelso employees have a sense of comfort, and the needs of workers are met when working at Starbucks and Excelso. Therefore, the majority of employees work for more than 3 years (Starbucks Botania, 2022). The highest level of education is high school / Sedrajat because of the standard qualifications of a barista in a coffee shop. The qualification for the barista position is to have a

minimum of the last high school / high school education (Excelso Tiban, 2022).

Table 1. Demographics Analysis of Respondents

Demographics	Information	Amount	Percentage
Gender	Male	35	58,3%
	Female	25	41,7%
Age	≤ 20 years	17	28,3 %
	21 – 30 years	43	71,7%
Education	Senior high school	54	90%
	Diploma	3	5%
	Bachelor's degree	3	5%
Length of Work	<1 Years	17	28,3%
	1-3 Years	19	31,7%
	>3 Years	24	40%

Source: Data Processing Research Result (2022)

Validity Tests

In the results of the validity test, each construct which includes organizational culture, leadership style, employee competence, motivation, work environment, job satisfaction, and employee performance is declared valid and acceptable. This is by Hair et al (2017) which state the convergent validity scale can be measured when the AVE limit value is not smaller than 0.5.

Reliability Tests

The results of the reliability test showed a Composite Reliability value for the Organizational Culture variable of 0.865, Leadership Style of 0.915, Job Satisfaction of 0.913, Employee Performance of 0.916, Employee Competence of 0.866, and Work Environment of 0.915, and Motivation of 0.934. All per variable constructs tested in this study have been met with a minimum standard of Composite Reliability ≥ 0.7 . Therefore, the data of this study are considered reliable (Ghozali, 2016).

Direct Effect and Indirect Effect

The relationship between variables and one another is said to be significant if it has a T-statistics number > 1.96 and P-Values of less than 0.05 (Hair et al., 2019).

The results of the first hypothesis test showed that organizational culture and employee performance through job satisfaction did not have a significant impact. According to Rohani & Silvana (2022) organizational culture and employee performance do not have a significant impact.

This finding is seen as in line with previous studies, namely Paais & Pattiruhu (2020), Nugroho et al (2019), (Maswani et al., 2019),

Abedi & Rostsmi (2022), Tampubolon & Harati (2019), Tran (2021) who argued that organizational culture and job satisfaction had no significant impact, and research by Penelitian Mary Ann (2022), Ameswari et al (2021), Faradila et al (2020), Hermawan Effendi & Chaerudin (2021), Purwoharsojo et al (2020) stated that there was no significant influence that occurred between satisfaction work and performance of employees.

The results of the second hypothesis test show that the work environment through job satisfaction with employee performance does not have a significant impact. According to Ameswari et al (2021), the work environment and job satisfaction have no significant impact. And job satisfaction does not have a significant impact on employee performance.

This hypothesis is in line with previous studies, namely Ameswari et al (2021), Ariani & Mugiastuti (2022), Atmojo & Iqbal (2022), Priyadhana et al. (2020), Rasyid et al (2020), Ahmad et al (2020). The work environment does not dominate and has no impact on job satisfaction. Similar to the research conducted by Mary Ann (2022), Ameswari et al (2021), Faradila et al (2020), Hermawan Effendi & Chaerudin (2021), Purwoharsojo et al (2020) stated that there was no significant impact that occurred between job satisfaction and employee performance.

The results of the third hypothesis test show that the significant value between leadership style through job satisfaction and employee performance has a significantly positive impact. According to I. Setiawan & Meilani (2022) leadership has an impact on employee satisfaction. Participatory leadership styles have higher job satisfaction. This hypothesis is in line with previous studies, namely Subarto et al (2021), Pawirosumarto et al (2017), Pancasila et al (2020), Kustinah et al (2021), Annisa & Supriyanto (2021), Pham Thi et al (2021), which was earlier research on leadership style and performance with job satisfaction that mediated it had a significant impact. Previous research conducted by Belias et al (2022), Brand & Walker (2022), DeLay & Clark (2020), Edward et al (2018), Megawati et al (2022), Rahman et al (2019), Samsuri et al (2022), I. Setiawan & Meilani (2022) resulted in a dominating impact between leadership style and employee job satisfaction. In addition, the research of A. H. Arifin & Matriadi (2022), Opoku et al (2022), Reza & Elmi (2022), Susanti & Candra (2022), Susanto (2019) revealed the dominating impact of job satisfaction on employee performance.

The results of the fourth hypothesis test show that employee competence through job satisfaction with employee performance does not have a significant impact. According to Maryani et al (2022), the effect of competence on employee performance is insignificant due to the absence of employee enthusiasm so that they do not feel challenged to complete their work. This hypothesis is in line with Hajjali et al (2022), Maryani et al (2022), Muhammad Arifin (2015), Nurhidayati et al (2022), Saban et al (2020) revealed the opposite results of their research, namely the absence of

the influence of work competence on job satisfaction and according to the research of Mary Ann (2022), Ameswari et al (2021), Faradila et al (2020), Hermawan Effendi & Chaerudin (2021), Purwoharsojo et al (2020) stated that there is no dominating impact between job satisfaction and employee performance.

Pancasila et al (2020), Annisa & Supriyanto, (2021), Wau & Purwanto (2021), Riana (2020), Haryadi et al (2016), Husni et al (2021) showed a significant relationship between employee motivation and performance and mediating job satisfaction.

Table 3. Direct Effects Test

X > Y	P-Values	T-Statistic	Result
Organizational Culture -> Job Satisfaction	0,19652778	1.074	Not Significant
Leadership Style -> Job Satisfaction	0.001	3.444	Significant
Job Satisfaction -> Employee Performance	0.000	9.213	Significant
Employee Competence -> Job Satisfaction	0,65416667	0.072	Not Significant
Work Environment -> Job Satisfaction	0.079	1.759	Not Significant
Motivation -> Job Satisfaction	0.000	4.200	Significant

Source: Processed data 2022

Adjusted R square Test

In the R-Square test, it was seen that the variables of organizational culture, leadership style, employee competence, work environment, and motivation for job satisfaction had an effect influenced by these variables by 80.9% which were categorized as Strong or strong. And the variables of organizational culture, leadership style, employee competence, work environment, and motivation for employee performance were influenced by 52.4% which is classified as Moderate or moderate.

Table 5. Adjusted R-Square

Variable	Adjusted R Square	
Job Satisfaction	0,56180556	Strong
Employee Performance	0,36388889	Moderate

Source: Processed data 2022

4. Conclusion

This study found that hypothesis 1 is unacceptable because organizational culture and employee performance with job satisfaction as mediation have no significant effect, hypothesis 2 is unacceptable because the work environment and employee performance through job satisfaction have no significant effect, hypothesis 3 is acceptable because the leadership style towards employee performance through job satisfaction has a significantly positive effect, hypothesis 4 is unacceptable because employee competence and employee performance mediated job satisfaction does not have a significant impact, hypothesis 5 is acceptable because motivation has a dominating impact on employee performance through job satisfaction.

Limitation and Recommendation

The limitations experienced in this study are that the research carried out only covers a small scale, namely Batam City so it can cause a dissimilarity of perception in other cities, the scope of the research object is reduced due to limited accommodation access to obtain data from the object of study. The Coffee Bean and Tea Leaf were excluded from the object of study because of these limitations, the number of journals related to the variables studied was minimal, especially the relationship between Competence and Employee Performance through Job Satisfaction so the relationship between these variables was not strong enough with insignificant results.

Some suggestions in subsequent studies related to exploring similar constructs can pay attention to several things such as expanding the scale of research and adding construct variations are expected. Researchers can expand the scale of research to cover the Sumatran archipelago area, for further research, the scope of research objects can be renewed again following the times and market needs, to get more comprehensive research results researchers can then increase the number of supporting journals and update them with the latest journals.

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