



Empirical Study Using Analysis Techniques Pathways for RM Bumi Aki Employees in Bogor City and Surroundings

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Abstract: *This study examines the influence of servant leadership style and personality traits on employee performance through the mediation of work motivation at Bumi Aki Restaurant in Bogor City. A quantitative approach using path analysis technique was employed on a randomly selected sample of Bumi Aki Restaurant employees. The results indicate that both servant leadership style and personality traits have a significant positive effect on work motivation, and work motivation mediates the relationship between these variables and employee performance. The implications highlight the importance of developing servant leadership style and positive personality traits to enhance employee performance, providing insights for human resource management in the restaurant industry, and suggesting avenues for further research to deepen the understanding of these dynamics.*

Keywords: *Leadership Style, Employee Performance, Work Motivation*

BACKGROUND

In this modern era, competition in the culinary business in Indonesia is increasingly fierce. According to the Central Statistics Agency (BPS) report, Indonesia had 3.9 million Micro and Small Enterprises (UMK) in the food and beverage sector in 2019 (Katadata, 2021). Of this number, West Java is the province that has the largest number of food and beverage MSEs with a total of 791,435 MSEs. The culinary industry also makes a big contribution to the country's economy. Based on data from the Ministry of Tourism and Creative Economy (Kemenparekaf), the culinary industry is one of the sub-sectors contributing to the largest GDP of the creative economy, where on average every year this industry contributes around 43% of the total GDP of the creative economy (Kontan, 2021).

The main goal of company management is to achieve a predetermined goal effectively and efficiently. So that this goal can be achieved, one way is to have a team that can work effectively and efficiently. By creating effective and efficient work, it will automatically affect the company's performance. so it can be concluded that company performance has a strong correlation with individual performance (Vosloban, 2012). Meanwhile, the level of individual performance is greatly influenced by the individual's work motivation factors (Ma'ruf and Chair, 2020).

Employee performance is the result of a person's work in quality and quantity that has been achieved by employees in carrying out tasks according to the responsibilities given (Mangkunegara, 2016). Employee performance in a company can be influenced by several things, including the employee's personality characteristics and leadership style in the company (Firman, 2018). Apart from these two factors, Suprihati (2014) also stated that employee work motivation also influences how employees can show good performance.

1. There are 72% of employees who have problems with work efficiency, where it can be seen that employees have problems completing time before the predetermined time schedule and saving in the use of work materials.
2. There are 49% of employees who have problems with work effectiveness, where it can be seen that employees have problems completing work on time, developing their skills and completing work in accordance with established provisions.
3. There are 53% of employees who have problems with the quality of work, where it can be seen that employees have problems trying to improve their work results in the future and increase the amount of work on a regular basis.
4. There are 61% of employees who have problems with the quantity of work, where it can be seen that employees have problems completing work according to the specified time target, not delaying work and speeding up processing time. The results of the pre-survey above show that when analyzed, it turns out that the performance of employees at the Bumi Aki Group company in achieving the desired organizational goals is still low, if the desired percentage is above 70%.

THEORETICAL STUDY

In this research, a literature study was carried out on previous research to become a research reference. Some previous research includes:

1. Kuswati (2020) with the title *The Effect of Motivation on Employee Performance*. From the research results, it was found that the influence of motivation on employee performance is quite good.
2. Amalia (2016) researched the influence of leadership style on work motivation, and found that leadership style had a positive and significant effect on employee performance.
3. Husaini et al (2017) conducted research regarding the influence of personality, work commitment and emotional maturity on work motivation and its impact on the performance of nurses at the Aceh Mental Hospital Regional Public Service Agency (BLUD).

METHODS

The type of research used in this research is quantitative research. Lawrence (2003:211) stated in quantitative survey research. Quantitative research is carried out to draw generalizations from observations that are not too in-depth (Kline, 2011:54). The sample used in this research was 30 employees who were randomly selected in accordance with the minimum sample size requirements that are appropriate in research (Sugiyono, 2017: 82).

RESULTS AND DISCUSSION

A summary of the results of the direct influence and indirect influence of the empirical research path diagram can be seen in Table 1.

Table 1. Summary of Direct and Indirect Effect Results

| No | Track | PL | PTL | Pers. Reg | Sobel | Conclusion |
|----|---------------|-------|-------|-----------|-------------------------------|---|
| 1 | X1 → Y | 0,05 | - | 0,005 | - | There is a direct influence of X1 on Y |
| 2 | X2 → Y | 0,032 | - | 0,624 | - | There is no direct influence of X2 on Y |
| 3 | Z → Y | 1,083 | - | 0,033 | - | There is a direct influence of Z on Y |
| 4 | X1 → Z | 0,783 | - | 0,35 | - | There is a direct influence of X1 on Z |
| 5 | X2 → Z | 0,113 | - | 0,541 | - | There is no direct influence of X2 on Z |
| 6 | X1 → Z → Y | - | 0,874 | - | 15,47 > 1,65 0,000 < 0,050 | There is an indirect influence of X1 on Y |
| 7 | X2 → Z → Y | - | 0,122 | - | 1,56 < 1,65 0,059 > 0,050 | through Z |

1. Direct Influence of Servant Leadership Style on Employee Performance

Regression analysis shows that the servant leadership style variable (X1) has a significant and positive influence on employee performance (Y). The regression results show that the regression coefficient (β) between X1 and Y is 0.050, with a probability (p) of 0.005. This indicates that every one unit increase in servant leadership style is associated with an increase of 0.050 units in employee performance.

2. Direct Influence of Personality on Employee Performance

Regression analysis shows that the employee personality variable (X2) does not have a significant influence on employee performance (Y), as indicated by the regression coefficient (β) value of 0.032 with probability (p) = 0.624. This shows that there is no strong or statistically significant relationship between employee personality variables and employee performance in the observed sample.

3. Direct Influence of Servant Leadership on Work Motivation

The Employee Work Motivation variable (Z) is proven to have a significant and positive influence on Employee Performance (Y), as demonstrated by the regression coefficient (β) of 1.083 with probability (p) = 0.033. These results indicate that each unit increase in employee work motivation can be statistically associated with an increase of 1,083 units in employee performance.

4. Direct Influence of Servant Leadership on Work Motivation

The servant leadership style variable (X1) shows a significant and positive influence on employee work motivation (Z), as reflected in the regression coefficient (β) of 0.783 with probability (p) = 0.035. The results of this regression indicate that every one unit increase in servant leadership style is significantly associated with an increase in employee work motivation.

5. Direct Influence of Personality on Work Motivation

The results of the regression analysis show that the employee personality variable (X2) does not have a significant influence on employee work motivation (Z), as indicated by the regression coefficient (β) of 0.113 with probability (p) = 0.541. In this context, a p value greater than the specified significance level (usually 0.05) indicates that there is insufficient statistical evidence to support the relationship between personality variables and employee work motivation.

6. Direct Influence of Leadership Style on Performance Through Work Motivation

The Employee Work Motivation variable (Z) is considered as a moderator that influences the relationship between Servant Leadership Style (X1) and Employee Performance (Y). The results of the Sobel test show a significant value of 15.47 with probability (p) = 0.000, confirming that employee work motivation significantly moderates the influence of the servant leadership style on employee performance.

7. Direct Influence of Personality on Performance Through Work Motivation

The Sobel test results show that the employee work motivation variable (Z) does not have a significant moderating effect on the relationship between employee personality (X2) and employee performance (Y). These results indicate that, in the context of this study, employee work motivation does not significantly strengthen or weaken the relationship between employee personality and employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the analysis and discussion carried out in the research, the following conclusions were obtained:

1. The servant leadership style variable (X1) has a significant and positive effect on employee performance (Y). This can be seen from the regression coefficient (β) value of 0.050 with probability (p) = 0.005.

2. Employee Personality Variable (X2) does not have a significant effect on Employee Performance (Y). This can be seen from the regression coefficient value (β) 0.032 with probability (p) = 0.624
3. Employee Work Motivation Variable (Z) has a significant and positive effect on Employee Performance (Y). This can be seen from the regression coefficient (β) value of 1.083 with probability (p) = 0.033.
4. The servant leadership style variable (X1) has a significant and positive effect on employee work motivation (Z). This can be seen from the regression coefficient (β) value of 0.783 with probability (p) = 0.035.
5. Employee Personality Variable (X2) has no effect on Employee Work Motivation (Z). This can be seen from the regression coefficient (β) value of 0.113 with probability (p) = 0.541.
6. Employee Work Motivation Variable (Z) moderates the influence of Servant Leadership Style (X1) on Employee Performance (Y). This can be seen from the Sobel test value of 15.47 with probability (p) = 0.000.
7. The Employee Work Motivation variable (Z) does not moderate the influence of Employee Personality (X2) on Employee Performance (Y). This can be seen from the Sobel test value of 1.56 with probability (p) = 0.059.

Based on the research results obtained, the author provides the following suggestions:

1. The researcher suggests that further research expand the variables studied so that research diversity can be increased considering the research results show a significant influence between variables.
2. The researcher suggests that further research expand the research object apart from RM Bumi Aki, but also other restaurants to expand the information obtained from the research.

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