

# ANALYSIS OF PERFORMANCE AFFECTED BY LEADERSHIP, TRAINING, MOTIVATION AND COMPENSATION: THE CASE OF STARBUCKS COFFEE INDONESIA REGION 7

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## ABSTRACT

This article analyses Starbucks Coffee employee performance in Region VII as influenced by leadership, training, motivation, and compensation variables. The Likert scale is used in compiling measurement instruments. We used 30 respondents for validity and reliability tests and 100 respondents for multiple linear regression statistical analysis with the application of SPSS-26 statistics to prove the simultaneous and partial influence hypothesis. We used the Roscoe method. The result of this study is that the three independent variables simultaneously influence the dependent variable. On partial influences, namely: leadership variables affect employee performance, motivation affects employee performance, training does not affect employee performance and compensation does not.

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## 1. INTRODUCTION

The world is currently rising from the slump after the Covid-19 pandemic. The existence of social restrictions issued by the government makes people reduce a lot of activities outside the home. It causes changes in people's purchasing power in transactions, which affects the lack of company revenue. The same goes for food and beverage service businesses such as Starbucks Coffee. Starbucks Coffee, as one of the companies in the field of service business, has changed in terms of business. This change occurred due to the government's restrictive policy. Starbucks Coffee must continue to run its business by following government protocols while still following existing social restrictions. An example of one of the assets of a company is employees. The COVID-19 pandemic has made many employees furloughed for some time to reduce expenses for the company. Employees laid off long enough tend to decrease the quality of their work. Unqualified human resources can make customers reduce their intention to make purchases at a business. Every employee of the company must own regular service and performance.

Quality employee performance can determine the success of a company. Companies need to hold proper training to make qualified employees (Ryan, 2017). Employees can adapt to the presence of leaders in the organization. Leaders must be able to determine the organization's strategy, business direction, and long-term and short-term goals. Implementing organizational strategy requires changes in organizational behaviors, including leadership, organizational structure, information and control, production, and human resources (R. Wayne Mondy & Joseph J. Martocchio, 2016). Training is one way to increase labor utilization and will potentially increase job satisfaction and positively impact employee performance (Jones et al., 2009). With job training, employees will know a lot of new knowledge and skills to improve their performance in the company. In addition to providing training, employee work motivation will affect employee performance. Motivation becomes the basis of human action and behaviors. Motivation can understand employee behaviors at work, which is one of the requirements for work efficiency (Petrova et al., 2020). If employees are motivated, employee performance will be good for the company's sustainability. The company compensates its employees both directly and indirectly. (Shiah-Hou & Cheng, 2012) explained that company compensation can increase employee contributions, which will later provide good performance to achieve the company's goals. This study aimed to analyze the effect of training, motivation and compensation on the performance of Starbucks Coffee region seven employees.

## 2. LITERATURE REVIEW

### Leadership

Leadership plays a vital role in organizational operations. Researchers have shown the influence of leadership on various variables such as job satisfaction, employee performance, customer satisfaction, reputation, and other areas (Baquero et al., 2019). Organizational goals can be achieved because the leader

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factor is critical in driving and directing the organization's direction. Leadership comes from the word LEAD: Loyalty, Educate, Advice, and Discipline (Veithzal Rivai & Boy Rafli, 2013). Members can work better with exemplary leadership (Farrington & Lillah, 2019). There are two leadership positions, namely: Formal and informal leadership positions (Cepiku & Mastrodascio, 2020). A leader or someone who is in a managerial position in an organization can command and control (Saleem et al., 2020)

Previous research revealed the influence of leadership on employee performance (Nurabadi et al., 2021) The psychological process of leadership affects the work outcomes of organizational members (Wang & Guan, 2018)

H<sub>1</sub>: There is an influence of leadership on employee performance

### **Training**

Training is an informal learning activity carried out at the discretion of an organization deliberately, within a short time, to learn knowledge and technical skills for a specific purpose. The components contained in training include instructors, participants, materials, methods, goals, and objectives. (Mangkunegara, 2020). Companies invest funds annually in the training sector, but many organizations have training programs that are ineffective with their goals (Kraai & Mashau, 2020). The company invests in training programs that enable employees to improve their performance to adapt to change and compete. The company held this training aimed at developing: new insights, skills, responsibilities, abilities, self-confidence, obedience, work motivation, loyalty, understanding of the work environment, company culture, and other goals (Kasmir, 2019) Training provides knowledge to employees on how to work efficiently by paying attention to several things: Preparing training participants, Presenting training material operations, Conducting practice or Trials, and Following up on the results of training programs (Dessler, 2013) Indicators of the material provided, methods used, trainer abilities, and learning tools are functions of Training (Djastuti et al., 2020) Training is a process of improving: insights, skills and behaviors to achieve organizational goals. Training educators, members, objects, styles, and directions are components of Training (Mangkunegara, 2020).

The results of previous research suggest that training affects employee performance. Training is a tool that can be used to improve employee competence (Kraai & Mashau, 2020)

H<sub>2</sub>: There is an effect of training on employee performance

### **Motivation**

Motivation is an aspect that stimulates a person to carry out a particular job and can also be interpreted as a driving factor for one's behaviors (Sutrisno, 2017) Many companies are less than optimal in managing compelling motivation so that their employees perform well (Eroglu & Kiray, 2020). Motivation is a process of directing energy to achieve its goals (Lolowang et al., 2019) Motivation is a psychological process that encourages, directs and gives confidence to one's behaviors. Motivation provides insight into the reasons for individual behaviors (Laras et al., 2021a) Motivation describes an individual's intensity, direction, and perseverance in achieving goals.

The three indicators in the definition of motivation are intensity, direction, and persistence (Robbins & Judge, 2013). Several factors can influence motivation: internal factors are passion, belonging, appreciation, recognition, and power. External factors are work environment, compensation, supervision, job security, status, responsibility, and flexible regulations (Sutrisno, 2016) Previous research explains that motivation affects performance (Sardjana et al., 2019)

H<sub>3</sub>: There is an influence of motivation on performance

### **Compensation**

Companies that reward their employees who have carried out a job they have done can also be called compensation (Laras et al., 2021b) Compensation is financial rewards, intangible services, and employee benefits as part of labor relations (Simamora, 2004) Compensation should focus on incentives and non-financial such as job satisfaction (Velte, 2016) The effects of compensation in the industry can provide an understanding of how compensation affects personnel psychology and organizational performance (Kim & Jang, 2020). Compensation has a broader aspect of the governance framework (Elsayed & Elbardan, 2018). Payment of wages, salaries, commissions, and bonuses are components of direct finance. Family benefits, leave, social security, health insurance, life insurance, pension funds and stock options are components of indirect financial compensation (Prasetio et al., 2019) Results from other studies show that compensation affects performance (Guan & Frenkel, 2019).

H<sub>4</sub>: There is an effect of compensation on performance

## Performance

Employee's performance is one form of making the company's performance develop. Employee performance will be adjusted to the standards set by the company to achieve the vision and mission. To achieve organizational goals, companies will strive to improve the performance of their employees (Paramita et al., 2020). Many things can influence performance. Training, Motivation, and Compensation are allegedly influential in this study, where the three variables affect performance directly and indirectly. Training and motivation also have a role in improving performance (Santoso & Moeins, 2020). Performance dimensions can generally be grouped into three types (Hermawan et al., 2020; Rahadi, 2010). Employees' work can be in the form of goods and services per the standards set by the company. Behavior in the work area as a person is more about work procedures that must be carried out following predetermined standards, such as not wanting to leave work for tomorrow, hard workers, and so on. Their personal Nature, cultivated since birth with life experience and work experience, can make sound decisions and be ready for all risks on the job.

From this description, the thinking scheme for this study is as follows:

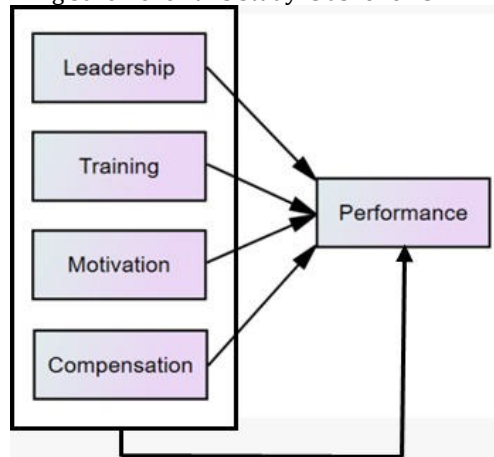


Figure 1. Thinking Framework

## 3. METHODS

In testing hypotheses, a research method is needed to be used in quantitative research.

We used employees of Starbucks Coffee Region VII South Jakarta, Depok, Bogor, and South Tangerang, with a population of 210 people. The data we were able to collect was 130 respondents. 30 respondents for validity and reliability Test. 100 respondents for statistical analysis of multiple linear regression the remaining.

The function of this data collection is as a guideline for the effect of leadership, training, motivation, and compensation on employee performance obtained in December 2022 using a Likert scale on five variables: leadership variables, training variables, motivation variables, compensation variables, and performance variables.

For data processing, the application used is IBM SPSS Version 20. The development of linear regression models will simultaneously or partially estimate the independent variable's effect on the dependent variable. It simultaneously uses Test F and Test t to analyze the influence of the independent variable on the partially bound variable.

## 4. RESULTS AND DISCUSSION

### Validity Test

We used 30 respondents to test the validity of 5 variables with 40 questions on the variables Leadership ( $X_1$ ), Training ( $X_2$ ), Motivation ( $X_3$ ), Compensation ( $X_4$ ), and Employee Performance ( $Y_1$ ). If the calculated  $r$  value has been more significant than the  $r$ -table at the significance level  $\alpha = 5\%$ , then the item's validity is declared valid.

### Reliability Test

As shown in Table 1, it can be concluded that all questionnaires in all four variables are reliable. Because the reliability test of all variables with an Alpha coefficient above 0.700.

Table 1. Reliability Test Results

Variable	Cronbach's Alpha	Conclusion
Leadership	.928	Reliable
Training	.929	Reliable
Motivation	.934	Reliable
Compensation	.948	Reliable
Employee Performance	.927	Reliable

### Classical Assumption Test

The results of Table 2 show that for the classical assumption test, four independent variables against bound variables have met the requirements of classical assumptions in multiple linear regression.

Table 2. Classical Assumption Testing

	Multi collinearity	Heteroscedasticity	Norm
Leadership	1.991	Heteroscedasticity does not occur	0.94
Training	2.373		
Motivation	3.737		
Compensation	2.886		

Dependent Variable: Employee Performance

### Hypothesis testing

Employee Performance (Y<sub>1</sub>) influenced by Leadership (X<sub>1</sub>), Training (X<sub>2</sub>), Motivation (X<sub>3</sub>), and Compensation (X<sub>4</sub>) is the feasibility of the regression model seen in table 3:

Table 3 F-tests

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	868.792	4	217.198	62.723	.000 <sup>b</sup>
Residual	328.968	95	3.463		
Total	1197.760	99			

Based on the results of data processing, the significant number is  $0.000 < 0.05$ , then the feasibility of the model (H<sub>1</sub>) can be accepted, so it can be assumed that there is a linear relationship of Employee Performance (Y<sub>1</sub>) which is influenced by Leadership (X<sub>1</sub>), Training (X<sub>2</sub>), Motivation (X<sub>3</sub>), and Compensation (X<sub>4</sub>).

The results of the regression analysis of Employee Performance (Y<sub>1</sub>) influenced by Leadership (X<sub>1</sub>), Training (X<sub>2</sub>), Motivation (X<sub>3</sub>), and Compensation (X<sub>4</sub>) in table 4 below:

Table 4. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852 <sup>a</sup>	.725	.714	1.861

On table 4, These values indicate the influence of Leadership (X<sub>1</sub>), Training (X<sub>2</sub>), Motivation (X<sub>3</sub>), Compensation (X<sub>4</sub>), and Employee Performance (Y<sub>1</sub>) simultaneously. The Determination Coefficient is characterized by an R-value of .652.

$$\begin{aligned}
 KD &= r^2 \times 100\% \\
 &= .725 \times 100\% \\
 &= 72.5\%
 \end{aligned}$$

The number 65.2 indicates that the influence of Leadership (X<sub>1</sub>), Training (X<sub>2</sub>), Motivation (X<sub>3</sub>), Compensation (X<sub>4</sub>), and Employee Performance (Y<sub>1</sub>) simultaneously is 72.5%, the difference of 27.5% (100%-72.5%) is influenced by other variables that are not studied.

Partially the influence of the dependent variable (Employee Performance), which is influenced by the independent variable (Training, Motivation and Compensation), can be known by the t-test in table 5:

Table 5. Partial Test

Model	t	Sig.
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1	(Constant)	2.079	.040
	Leadership	3.070	.003
	Training	1.910	.059
	Motivation	4.749	.000
	Compensation	.848	.399

### Leadership towards Employee Performance

The t-test value is obtained through t-count = 3.070 with a significance of 0.003, t-table is 1.983. This means that the t-count is more significant than the t-table, which is  $3.070 > 1.983$ , concluded  $H_0$  is rejected. It is stated that Employee Performance is influenced by leadership. Previous research stated that leadership affects performance (Pancasila et al., 2020). The task of a leader is to approach and look for methods to develop the performance of his employees. There is a positive relationship between transformational leadership style and employee performance (Madanchian et al., 2021).

### Training on Employee Performance

The value of the t-test is obtained through the value of t-count = 1.910 with a significance of 0.059, t-table is 1.983. This means that the t-count is more significant than the t-table, which is  $1.910 < 1.983$ , concluded  $H_0$  is accepted. It is stated that Employee Performance is not affected by training. It aligns with research reports that training does not affect Employee Performance. Training is not one factor that leads to employee performance (Ningsi et al., 2016).

### Motivation for Employee Performance

The value of the t-test is obtained through the value of t-count = 4.749 with a significance of 0.000, obtained t-table of 1.987. This means that the t-count is more significant than the t-table, which is  $4.749 > 1.983$ , concluded  $H_1$  is accepted. The third hypothesis is accepted, as motivation drives a person to contribute to the organization's success to achieve its goals (Liga febrina et al., 2021).

### Compensation for Employee Performance

The t-test is obtained through the value of t-count = 0.848 with a significance of 0.399, obtained a t-table of 1.987. It means that the t-count is smaller than the t-table, namely  $0.848 < 1.983$ . It is concluded that  $H_0$  is accepted. It states the fourth hypothesis is unacceptable, and that compensation does not affect employee performance. The size of a company's compensation does not affect its employees' performance at the company (Rianda & Winarno, 2022).

## 5. CONCLUSION

The discussion and results of the analysis that we have done resulted in the conclusions that we report as follows: simultaneously, the three independent variables, namely Employee Performance ( $Y_1$ ), are influenced by Leadership ( $X_1$ ), Training ( $X_2$ ), Motivation ( $X_3$ ), and Compensation ( $X_4$ ). On the influence of the independent variable on the partially bound variable, it is concluded that Employee Performance ( $Y_1$ ) is influenced by Leadership ( $X_1$ ) and Motivation ( $X_3$ ). However, the variables Training ( $X_2$ ) and Compensation ( $X_4$ ) do not affect Employee Performance ( $Y_1$ ). Post-pandemic, almost all food and beverage companies have experienced a decrease in income, which has impacted employees. Employee activities must be encouraged by the company to improve its performance. A good leader will positively impact the work of his employees for the company. With training, it is alleged that the quality of employees will be even better. However, training is not following existing competency needs. In addition, the motivation provided by the company can make employees feel much more valued and will positively impact the performance they will provide. Compensation provided by the company should have followed the standards provided by the government. Therefore, compensation does not have too much impact on employee performance.

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