

**THE INFLUENCE OF AUTHORITY LEADERSHIP,
LOYALTY AND TRAINING ON EMPLOYEE PERFORMANCE
(Study on Restaurant Mie Aceh Titi Bobrok)**

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Abstract

In the realm of organizational management, leadership styles play a crucial role in shaping employee performance and outcomes. One such leadership style is the autocratic approach, characterized by centralized decision-making and hierarchical control. Loyalty and training also emerge as significant factors contributing to an employee's overall performance. Loyalty fosters a sense of commitment and dedication to the organization, while training enhances skills and knowledge, ultimately impacting employee effectiveness. This study aims to investigate the impact of autocratic leadership style, loyalty, and training, both partially and simultaneously, on employee performance at Titi Bobrok Aceh Noodle Restaurant. Using quantitative research, it explores relationships among these factors within a sample of 32 respondents, employing primary and secondary data analysis. The methodology encompasses validity tests, multiple linear analysis, and determination tests, revealing autocratic leadership's positive but insignificant effect, and loyalty and training's significant impacts on performance. Together, these factors notably influence performance, reflected by an R value of 0.938 and 86.6% performance variability attribution. Unexplored variables account for the remaining 13.4%.

Keywords: Autocratic Leadership Style, Employee Performance, Loyalty, Training

1. INTRODUCTION

In this era of increasing industrialization and fierce competition, every business player is demanded to compete vigorously to acquire customers and expand market share. Organizations must effectively manage their human resources as they play a fundamental role in the organization. Optimal employee performance can be assessed and measured based on the performance standards set by the company. When employees successfully execute tasks according to the established standards, their performance can be considered good. In this context, the best capabilities of employees to achieve optimal performance are not detached from the role of leadership style, loyalty, and employee training.

Titi Bobrok Aceh Noodle Restaurant is one of the restaurants in Medan known for its Acehese noodle menu. Despite facing intense competition with the emergence of many new culinary businesses in Medan, Titi Bobrok Aceh Noodle Restaurant managed to survive and even experienced increased sales during the Covid-19 pandemic, despite facing a revenue decline in 2020 by -49% compared to 2019, where the company earned a revenue of Rp 3,573,971,790. The significant decline in revenue was caused by Covid-19, which resulted in restrictions on the number of guests, temporary restaurant closures, and various changing regulations. However, in 2021, the restaurant's revenue increased by 20%, indicating that employee performance experienced a temporary decline but later improved, as reflected in the increased sales in 2021.

Employee performance can also be achieved through other factors, such as leadership style. Leadership involves the use of power and influence to direct followers' activities towards achieving work goals (Scott et al., 2010). However, the autocratic

leadership style implemented by the leaders is not quite effective. This leadership style is characterized by leaders who get angry when employees occasionally fail to work according to their expectations, resulting in limited two-way communication between employees and leaders, ultimately harming the organization. The leaders are unable to address the shortcomings within the organization.\.

Furthermore, loyalty is another factor that can influence employee performance. Loyal employees are defined as those who work diligently and share the same goals as the organization (Wiklund & Jansson, 2019). The research found that some employees were not accountable for their work, not putting in their best effort unless supervised by leaders, showing a lack of concern for organizational belongings, and not maintaining cleanliness in the provided facilities.

Additionally, training is also a significant factor affecting employee performance. (Kasim & SE, 2016) defines training as a process of shaping and equipping employees by enhancing skills, abilities, knowledge, and behavior to align with company standards. In Titi Bobrok Aceh Noodle Restaurant, there is a lack of proper training, resulting in poor service provided by employees to customers. Training for all employees is conducted using the on-the-job training method, and instruction is given by existing staff. The restaurant owner only informs about work regulations and tasks that must be done by employees. However, in practice, the lack of guidance from the owner regarding customer service likely affects the employees' performance, leading to complaints from customers. Moreover, the owner does not reevaluate the training provided to the staff. In this context, although employee performance at Titi Bobrok Aceh Noodle Restaurant is high, considering the autocratic leadership style, loyalty, and employee training, there is still room for improvement.

2. LITERATURE REVIEW

2.1. Human Resource Management (HRM)

Simamora in (Bintoro & Daryanto, 2017) states that Human Resource Management (HRM) is the utilization, development, assessment, rewards and management of individual members of an organization or work group. HRM also involves the design and implementation of planning systems, personnel arrangements, employee development, career management, job evaluation, employee compensation, and smooth labor relations.

2.2. Autocratic Leadership Style

According to (Purwanto & Asbari, 2020), the autocratic leadership style is characterized by a leader who is highly dominant in decision-making, policies, rules, and procedures, all of which are based on their own ideas. Decision-making and policies are solely determined by the leader, and subordinates are not included in providing suggestions, ideas, and considerations in the decision-making process (Hasibuan, 2017).

2.3. Indicators of Autocratic Leadership Style

According to (Sutikno, 2007), indicators of autocratic leadership style include:

- a. Centralized Decision-Making
- b. Detailed Tasks
- c. Subjectivity of the Leader

- d. Lip Service to Opinions
- e. Strict Supervision
- f. Loyalty

According to Sastrohadiwiryo & Syuhada (2021), loyalty is the strong willingness and determination to carry out tasks and comply with all regulations consciously and with a sense of responsibility. Loyalty is an individual's allegiance to the company, influencing employees to enhance their careers within the organization (Dewi, 2019).

2.4. Indicators of Employee Loyalty

According to Sastrohadiwiryo & Syuhada (2021), indicators of employee loyalty include:

- a. Compliance with Regulations
- b. Responsibility towards the Company/Organization
- c. Willingness to Collaborate
- d. Sense of Ownership
- e. Training

According to Ningsih et al. (2021), training is an individual's activity to systematically improve skills and knowledge, enabling them to perform professionally in their field. According to Rivai & Junani Sagala (2011), training is a systematic process of changing employee behavior to achieve organizational goals.

2.5. Indicators of Training

According to Mangkunegara (2016), indicators of training are as follows:

- a. Training Objectives
- b. Training Material
- c. Methods Used
- d. Participants' Qualifications
- e. Trainer's Qualifications (Instructor)
- f. Performance

According to Sutrisno (2017), performance is an individual's success in carrying out tasks, the work results achieved by an individual or group within an organization, in accordance with their respective authorities and responsibilities, or how an individual is expected to function and behave in line with the tasks assigned to them, including the quantity, quality, and time used in performing tasks.

2.6. Indicators of Performance

There are six indicators to measure individual employee performance, namely (Robbin & Judge, 2006):

- a. Quality
- b. Quantity
- c. Timeliness
- d. Effectiveness
- e. Independence

3. RESEARCH METHOD

The research design employed in this study adopts an associative research approach with a quantitative methodology. According to Kurniawan (2016), this type of research is geared towards exploring the relationship between two or more variables. The study was conducted at Titi Bobrok Aceh Noodle Restaurant, situated on Jalan Setabudi No. 17D in Medan. Commencing in June 2022, the research duration was tailored to meet the data collection requirements effectively. The population under investigation consisted of all 32 employees working at Titi Bobrok Aceh Noodle Restaurant. Employing a saturated sampling technique, the researchers included all 32 employees as the sample in this study, ensuring a comprehensive representation of the restaurant's workforce.

3. RESULTS AND DISCUSSION

3.1. Research Result

3.1.1. Data Description

Based on the distributed questionnaires, it was found that there were 11 female respondents, accounting for 34%, and 21 male respondents, making up 66% of the total.

Upon collecting and analyzing the filled questionnaires, it was observed that respondents with a junior high school education numbered 3 individuals, representing 9%. Additionally, there were 27 respondents with a high school education, making up 84% of the sample. Furthermore, 1 respondent had completed a diploma, contributing to 3% of the total, while 1 respondent had a bachelor's degree, accounting for 3%.

The collected questionnaires provided data on the length of employment for each respondent, categorized into three groups: those with less than 1 year of experience, totaling 4 individuals and representing 13%; those with 1 to 5 years of experience, consisting of 11 individuals and making up 34%; and those with more than 5 years of experience, comprising 17 individuals and accounting for 53% of the respondents.

3.1.2. Research Instrument Test

1) Validity Test

These tests are used to interpret the statements to be measured. The reference used is SPSS version 25. In this study, all variables were declared valid because the *r* statistic value was greater than the *r* table value, which was 0.349.

2) Reliability Test

Table 1. Result of Reliability Test

Variable	Cronbach's Alpha	Reliability	Description
Autocratic Leadership Style (X1)	0,61	> 0,6	Reliable
Loyalty (X2)	0,619	> 0,6	Reliable
Training (X3)	0,675	> 0,6	Reliable
Employee Performance (Y)	0,607	> 0,6	Reliable

The Cronbach alpha results of all variables achieved > 0.6 so this research is considered reliable.

3) Multiple Linear Regression Analysis

Table 2. Result of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.471	2.310		3.667	.001
	X1	.051	.187	.049	.273	.787
	X2	.493	.211	.451	2.337	.027
	X3	.466	.180	.460	2.595	.015

a. Dependent Variable: Employee Performance

Based on the results of multiple linear analysis, the equation is obtained as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_nX_n$$

The interpretation of the regression model above is as follows:

- The constant coefficient is 8.471 which means that if the independent variables of autocratic leadership style (X1), loyalty (X2) and training (X3) are zero or do not affect Y, then the value of employee performance will be 8.471.
- The regression coefficient of autocratic leadership style (X1) is 0.051, which means that every one-unit increase in variable X1, employee performance (Y) increases by 0.051.
- The loyalty regression coefficient (X2) is 0.493, which means that every one-unit increase in the X2 variable, employee performance (Y) increases by 0.493.
- The training regression coefficient (X3) is 0.466, which means that every increase in the X3 variable by one unit, the employee performance (Y) has increased by 0.466.

3.1.3. Hypothesis Testing

1) Partial Significance Test (T Test)

Table 3. Result of T test

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.471	2.310		3.667	.001
	X1	.051	.187	.049	.273	.787
	X2	.493	.211	.451	2.337	.027
	X3	.466	.180	.460	2.595	.015

a. Dependent Variable: Employee Performance

Based on the t test table, the researcher concluded:

- a. Autocratic Leadership Style gets the t-statistic of 0.273 and a significant 0.787. Then $0.787 > 0.05$ so that there is a rejection of H_{a1} and the Autocratic Leadership Style partially has an insignificant and positive effect on employee performance.
- b. Loyalty gets t-statistic of 2.337 and significant 0.027. Then $0.027 < 0.05$ so there is a rejection of H_0 and Loyalty partially has a significant and positive effect on employee performance.
- c. Training gets t-statistic of 2.595 and significant 0.015. Then $0.015 < 0.05$ so there is a rejection of H_0 and Training partially has a significant and positive effect on employee performance.

2) Simultaneous Significance Test (F Test)

Table 4. Result of F-Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	282.611	3	94.204	67.881	.000b
	Residual	38.858	28	1.388		
	Total	321.469	31			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Training, Autocratic Leadership Style, Loyalty

The table shows that the F statistic obtained is 67,881 with a significance of 0.000. The hypothesis is accepted because $0.000 \leq 0.05$ so that simultaneously Autocratic Leadership Style, Loyalty and Training have a positive influence on employee performance.

3.1.4. Coefficient of Determination Test (R^2 Test)

Table 5. Result of R^2 Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.938 ^a	.879	.866	1.178

a. Predictors: (Constant), Training, Autocratic Leadership Style, Loyalty

b. Dependent Variable: Employee Performance

The coefficient of determination (Adjusted R Square) above shows that the Autocratic Leadership Style variable (X_1), Loyalty (X_2) and Training (X_3) can explain the Employee Performance variable by 86.6% while the remaining 13.4% is influenced by other variables not discussed in this study.

3.2. Discussion

3.1.1. The Influence of Autocratic Leadership Style on Employee Performance

Based on the t-test results for the autocratic leadership style variable (X1) on employee performance (Y) at Restoran Mie Aceh Titi Bobrok, the value obtained is 0.273. This indicates that the autocratic leadership style (X1) has an insignificant effect on employee performance (Y). Therefore, H01 is accepted. This can be attributed to the fact that the leader plays multiple roles, both as a cashier and as a leader, which hinders the effective implementation of the autocratic leadership style and fails to impact employee performance positively. An effective leadership style provided to employees will significantly influence their performance. An autocratic leadership style characterized by indicators such as leader subjectivity, strict supervision, and ignoring employee opinions may create additional pressure on employees, leading to suboptimal performance.

These research findings are supported by the theory proposed by (Hardian et al., 2015), stating that authoritarian leadership style has an insignificant positive effect on employee performance, as well as by the research conducted by (Priansyah, n.d.).

3.1.2. The Influence of Loyalty on Employee Performance

Based on the t-test results for the loyalty variable (X2) on employee performance (Y) at Restoran Mie Aceh Titi Bobrok, the value obtained is 2.337. This indicates that loyalty (X2) significantly influences employee performance (Y). Therefore, Ha1 is accepted. High levels of employee loyalty are reflected in their productive, responsible, disciplined, and reputation-conscious behavior, which contributes to optimal performance. High employee loyalty also improves the company's image.

These research findings are supported by the theory proposed by (Prami et al., 2022), stating that loyalty has a significant and positive effect on employee performance, as well as by the research conducted by (Dinda, 2022).

3.1.3. The Influence of Training on Employee Performance

Based on the t-test results for the training variable (X3) on employee performance (Y) at Restoran Mie Aceh Titi Bobrok, the value obtained is 0.015. This indicates that training (X3) significantly influences employee performance (Y). Therefore, Ha1 is accepted. Training is a critical factor for companies to achieve their goals. Company-provided training equips employees with the necessary knowledge and skills to minimize errors and enhance their performance.

These research findings are supported by the theory proposed by Siallagan (2020), stating that training has a significant and positive effect on employee performance, as well as by the research conducted by Adriyanto & Subakti (2018).

3.1.4. The Influence of Autocratic Leadership Style, Loyalty, and Training on Employee Performance

The simultaneous test (F-test) results show that the independent variables, namely autocratic leadership style (X1), loyalty (X2), and training (X3), jointly influence the dependent variable, which is employee performance (Y) at Restoran Mie Aceh Titi Bobrok.

Based on the coefficient of determination test results, the obtained coefficient value indicates a strong relationship between autocratic leadership style (X1), loyalty (X2),

training (X3), and employee performance. The R value is 0.938, suggesting that the model used is quite reliable, as R approaches closer to 1.

4. CONCLUSION

In conclusion, the research findings indicate that the autocratic leadership style has a limited and insignificant influence on the employee performance at Restoran Mie Aceh Titi Bobrok. This suggests that the current leadership approach may not be effectively motivating and optimizing the workforce. However, the study reveals that both loyalty and training significantly contribute to enhancing employee performance, emphasizing the importance of fostering a sense of commitment and providing adequate training opportunities to the employees.

In light of these findings, several recommendations can be proposed to improve the overall performance of the restaurant's employees. Firstly, it is advised that the management adopts a more participative leadership style that encourages open communication and involves employees in decision-making processes. This approach can foster a sense of ownership and engagement among the workforce, potentially leading to better performance outcomes. Secondly, measures should be taken to strengthen employee loyalty. Additionally, enhancing the quality of training programs is essential. The management should tailor training sessions to address the specific needs and qualifications of employees, ensuring that they receive the necessary skills and knowledge to excel in their roles. Regular evaluations and feedback on training effectiveness can help identify areas for improvement and ensure that employees are well-equipped to perform at their best. Lastly, promoting a culture of independence and accountability is crucial. By clearly defining roles and responsibilities and empowering employees to make decisions within their areas of expertise, the restaurant can foster a sense of ownership and professionalism among its workforce. In conclusion, the study highlights the significance of factors such as leadership style, loyalty, and training in influencing employee performance at Restoran Mie Aceh Titi Bobrok. Implementing the recommended strategies can lead to a more motivated, skilled, and engaged workforce, ultimately contributing to the restaurant's success and growth.

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