



## ANALYSIS OF FACTORS AFFECTING EMPLOYEE PERFORMANCE AT PIZZA HUT DELIVERY WITH EMPLOYEE INVOLVEMENT AS A MEDIATING VARIABLE

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### ABSTRACT

*Pizza Hut Delivery is a fast food restaurant that innovates by ordering special takeout and delivery. The purpose of this study is to analyze the factors that affect employee performance at Pizza Hut Delivery in Batam City with employee involvement as a mediation variable. The sampling of this study used a saturated sampling method by distributing questionnaires to 55 employees of Pizza Hut Delivery in Batam City. Tests were conducted using Smart PLS. The results in the study stated that training and development variables on employee performance with employee involvement as a mediating variable had a positive insignificant effect, compensation and benefits and organizational fairness on employee performance with employee involvement as mediation had a significant positive effect.*

**Keywords:** *Training and Development, Compensation and Benefits, Organizational Fairness, Employee Engagement, Employee Performance.*

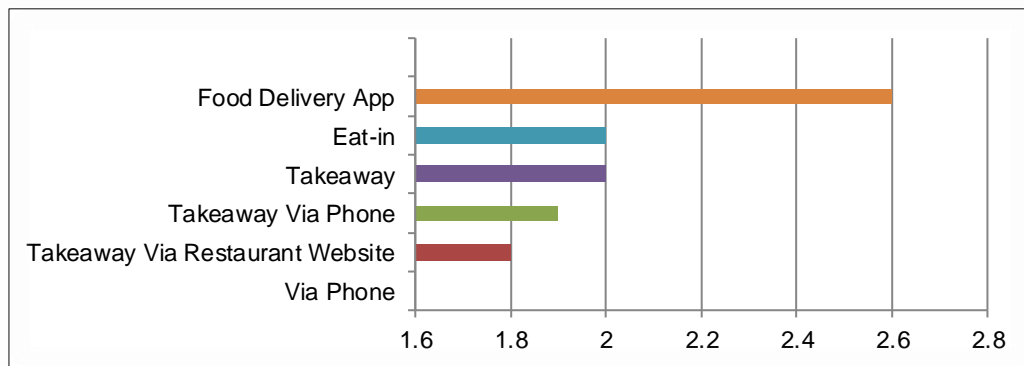
### INTRODUCTION

A fast food restaurant is a place that provides food and drinks in a relatively short time. At this time there are more and more fast food restaurants in Indonesia with a variety of foods that have their own characteristics, the food industry in Indonesia is experiencing progress and development, especially in the increasingly advanced digital era, with digital changes that support fast food eating has increased in terms of promotion and sales. In the 1980s technology first existed and continues to develop today (Surattini, 2018). At first analog technology existed and then over time became technology until now it continues to develop and digital technology is very helpful and makes it easier for an organization to carry out operational activities with the existence of digital technology for fast food restaurants is very helpful to be able to increase orders and reduce budget costs, because of the shift in ordering from manual to online.

This advancement in digitalization technology is of great benefit to both

companies and the community, for that it can be noticed from fast food restaurants that have begun to develop online food and beverage ordering applications or food delivery services without the need to come to a fast food restaurant. Food delivery services make it very easy for people without having to go out of the house and queue, just by opening the application and placing an order, orders will come like in the city of Batam where most restaurants place orders through online ordering applications. This online food order will be delivered by employees to the place where the recipient of the order. According to research that has been sourced from Cahya (2019). The phenomenon of the millennial generation is very fond of all things that are carried out practically and quickly, so this is very beneficial for companies that can adapt to current trends. According to research data conducted by the ordering method through the Food Delivery Application there are 2.6 times per week, more dominant than ordering dine-in.

**Graph 1. Online Food Ordering Data**



Source : (Nielsen, 2019)

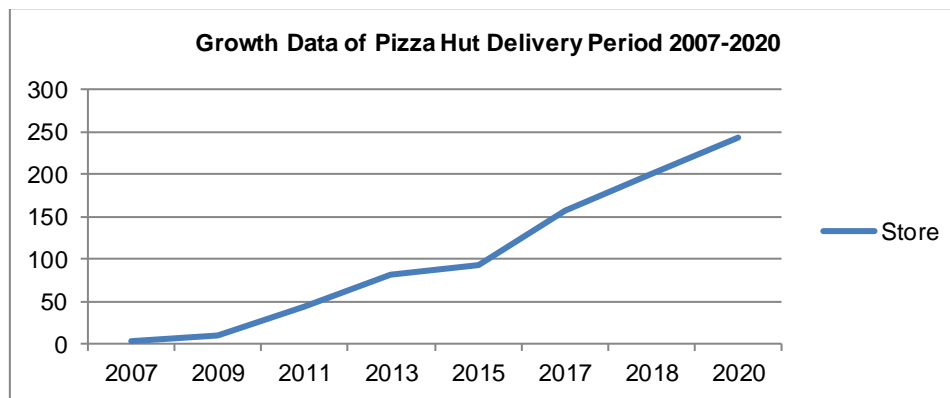
One of the fast food restaurants that innovates with advances in digitalization technology is Pizza Hut Delivery. The growth of Pizza Hut Delivery is very fast compared to its main parent, Pizza Hut

(Wulandari, 2013). According to Sari' s source (2018) informed that currently the dominant millennial generation really likes fast food and orders it online, so restaurant innovation to delivery services

is very fast growing. Pizza Hut Delivery is the object of this research because of restaurant innovation, which is special for takeout and delivery services and cannot eat on the spot, other than because of innovation, Pizza Hut Delivery is the first delivery concept carried out in Indonesia and has received the 'PHD *Excellence in*

*Digital in 2018*" award (Sri Boga Ratu Raya, 2020).

**Graph 2. Pizza Hut Delivery Growth Data for the 2007-2020 Period**



**Source:** (sri boga ratu raya, 2020)

With the continued increase of outlets from Pizza Hut Delivery as many as 243 outlets throughout Indonesia, including Batam, increasing opportunities for people to work at Pizza Hut Delivery. Different responsibilities from restaurants that usually serve dine-in, PHD special delivery/takeout services and work with *GoFood and GrabFood*. According to Pizza Hut Delivery's outlet manager, each PHD outlet in Batam has 10-15 employees and continues to grow depending on the level of local purchases. PHD is one that makes the central Pizza revenue experience increased revenue, due to the lack of operational expenses and budget of the dining establishment. Which PHD serves orders and does not eat on the spot (Ekarina, 2019).

The issue of digital technology innovation for fast food restaurants is to find employees who have good performance and are needed by the company. Looking for employees who have good performance and are competent according to the needs of restaurants with innovation, most reservations are made online or shuttle services. Especially for restaurants that focus on serving delivery services, the criteria and employee performance needed are different from restaurants that usually serve customers directly to eat on-site. Involving employees with several factors such as training and development, compensation and benefits and fairness within the organization will give employees an increase in their performance.

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## LITERATURE REVIEW

### Employee Performance

Employee performance is an important component that has a significant bond in the success of an organization, with the results of actions or efforts made by employees based on the skills and abilities that employees have. (Dahkoul, 2018). The company's workforce or HR is the most important asset, employee

performance can be achieved in increasing production, ease of using new technology, highly motivated workers (Hafeez & Akbar, 2015). Employee performance is a multicomponent design and at a fundamental level one can separate aspects of the performance process, namely behavioral involvement from expected results (Pradhan & Jena, 2017). Employee performance is a result of work, attitudes and behavior of employees in the organization, where the performance given by employees to the maximum will affect the performance of the organization (Fahmi & Hands, 2039). Employee contribution in the company, how employees can perform their duties and responsibilities effectively and efficiently. Provide the best possible performance and results within the company (Al-Dmour, 2020).

### Training and development

Training and development is learning provided in organizations to better master the skills, expertise and knowledge that exist in employees within the organization (Dajani, 2015). An important thing must be owned by every employee, with employees involved in the training program provided by the organization will improve performance and development in doing work (Soliman & Wahba, 2019). One tool to improve employee performance in the company, with employees involved in learning and training, can the ability and expertise of employees become more developed and will be beneficial to the performance of each individual (Fahmi & Hands, 2016). Provide development in realizing the abilities and expertise of the extent of potential possessed by each individual. Organizations influence engaged employees to be able to attend training and development that will play an important role in careers (Wushe & Shenje, 2019). The method used to produce superior human resources and have good abilities,

expertise, knowledge. Employee involvement in improving their skills and knowledge will increase employee performance and so will the organization (Othman & Mahmood, 2019).

H1: There is a significant influence between Training and Development on Employee Performance at Pizza Hut Delivery in Batam City with Involvement Employees as mediation.

### **Compensation and benefits**

Compensation and benefits are the provision of work results or rewards both financially and non-financially, namely facilities or benefits. The level of rewards and rewards given to employees both in general and specifically will give employees the obligation to respond by involving themselves more (Dajani, 2015). One of the great influences in the conception of employees worked. The provision of rewards and incentives can help in motivating employees in achieving goals and focus in working in the organization (Wushe & Shenje, 2019). In practice, providing compensation and benefits is a *win-win solution*, where when the organization gives work to employees, with it can be given rewards or rewards that are in accordance with their work (Othman & Mahmood, 2019). In one study tells that giving employees rewards as a form of reward will increase the number of employees to be involved in the organization. Appropriate compensation expected by employees is a strong driver of employee engagement (Fahmi & Hands, 2016).

H2: There is a significant effect between Compensation and Benefits on Performance Employees at Pizza Hut Delivery in Batam City with Involvement Employees as mediation.

### **Organizational fairness**

Organizational fairness is something that is fair in organizations. Organizational fairness will make employees feel safe and will reciprocate

by working better and placing themselves more engaged with the work at hand in accordance with the theory of reciprocity (Dajani, 2015). A perception of employees in assessing how fair superiors are to subordinates in an organization. Fairness is very influential with the emotions and attitudes of employees when doing work. By providing fairness in an organization can increase the level of employee involvement in carrying out their responsibilities (Wang, Lu, & Siu, 2015). A learning in equality between one and another. A perception by every employee to feel equality without discriminating with others, by providing fairness to employees in doing and making decisions will make employees more valued and will be involved a lot in doing their jobs well and improving their performance (Nyoman, Wirakusuma I & Ketut, 2018). Enforcing employees fairly is very large for employees in their involvement in doing work and orders given by superiors (Pakpahan, Eliyana, Hamidah, Buchdadi, & Bayuwati, 2020).

H3: There is a significant influence between Organizational Fairness and Performance Employees at Pizza Hut Delivery in Batam City with Involvement Employees as mediation.

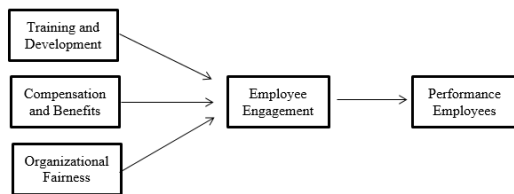
### **Employee Engagement**

Employee engagement is a way that employees do to excel. Involving yourself in all rules and activities in the company will make you better understand, understand and improve your performance (Dajani, 2015). Energy, absorption, engagement, efficacy, strength, cooperation and positive standing are described in terms of a drive for employee performance. Employees who have a positive attitude and have a working relationship state of reasoning characterized by passion, dedication, and absorption and psychologically employees can appear in the workplace, which makes their chances to make a

mistake tied to work (Senpetula, Nakyejwe Kimuli, Bananuka, & Najjemba Muganga, 2018). Employee involvement is an intermediary in the practice of resources for employees in an organization where it is currently believed that involving employees in organizational activities and responsibilities will improve the performance of employees (Fahmi & Hands, 2016). Employee engagement is providing cooperation and commitment to employees in the workplace with the aim of improving individual and organizational performance (Al-Dmour, 2020).

H4: There is a significant influence between Employee Engagement and Performance Employees at Pizza Hut Delivery in Batam City.

Figure 1. Research Model



Source: Author (2023)

**METHODS**

The population and sample to be used in this study are employees of fast food restaurants, namely Pizza Hut Delivery which has 4 branches in Batam City which in total has 55 employees. The determination of objects based on the first fast food restaurant to make changes and innovations in the special concept of takeout and delivery services and Pizza Hut Delivery has won "PHD Excellence in Digital in 2018" (Sri Boga Ratu Raya, 2020). Sampling utilizes the census method or *saturated sampling*, which is by using the entire population of 55 respondents to make it a sample in the study. So the total number of questionnaires that will be distributed is

55 questionnaires. This type of research is causal comparative, which can be interpreted as research that occurs because of a cause-and-effect relationship. The indicators of this study are three independent variables, one mediating variable and one dependent variable with total statements 26 item question. Questions will be calculated using the *Likert* scale method with a choice of 5 strongly agree to 1 strongly disagree.

In this study, data collection techniques were carried out using primary data by distributing questionnaires and secondary data, namely to obtain data or information, researchers also used the internet, books, journals or books in order to support the collection of information that Sugiyono (2018) had collected. In this study, the data analysis method used the *Partial Least Squares* (PLS) method. Quantitative data analysis was carried out by distributing questionnaires or questionnaires to all samples, namely Pizza Hut Delivery employees. Testing *Common Method Biases* (CMB) with SPSS and evaluating the research model, namely from the outer model test (validity and reliability test) and inner model (Path coefficient, *indirect effect*) and there is a determination coefficient test (*R square adjusted*).

**RESULTS**

The distribution of this questionnaire is carried out using an online form or Google Form that has been entered questions (questionnaires) in it. The online form is distributed to all employees at each outlet, the distribution of the link to each employee is assisted by the outlet manager at Pizza Hut Delivery. The population sampled in this study was Pizza Hut Delivery employees totaling 55 employees. The following table is attached the analysis results of the overall demographic data of respondents.

**Table 1. Table of Respondent Demographic Analysis Results**

Jenis Kelamin	Jumlah	Persentase %
Laki – Laki	40	72,7
Perempuan	15	27,3

Usia	Jumlah	Persentase %
18 Tahun	4	7,3
19-21 Tahun	28	50,9
22-25 Tahun	15	27,3
>25 Tahun	8	14,5

Lama Bekerja	Jumlah	Persentase %
<1 Tahun	18	32,7
1-2 Tahun	30	54,5
>3 Tahun	7	12,7

Tingkat Pendidikan	Jumlah	Persentase %
SLTA/ Sederajat	48	91,7
Diploma	3	5,5
Sarjana	4	37,3

Penghasilan Perbulan	Jumlah	Persentase %
Rp. <3 Juta	13	23,6
Rp. 3,1 – 3,5 Juta	10	18,2
Rp. 3,6 – 4,5 Juta	25	45,5
Rp. > 5 Juta	7	12,7

Lokasi PHD	Jumlah	Persentase %
PHD cabang Bengkulu	10	18,2
PHD cabang Tiban	15	27,3
PHD cabang Uniba	15	27,3
PHD cabang Palm Spring	15	27,3

Source: Primary data (2023)

The following table shows the overall results of validity testing which shows that all indicators in the variable can be said to be valid because the results obtained produce values of more than 0.5 (> 0.5) (Ghozali & Latan, 2015). Attached to the table below are as follows:

**Table 2. Validity Test Results**

Variable	AVE	Conclusion
Training and Development	0,581	Valid
Compensation and Benefits	0,609	Valid
Organizational Justice	0,513	Valid

Employee Engagement	0,533	Valid
Employee Performance	0,560	Valid

Source: Primary data (2023)

The results of the reliability test can be declared reliable because the results received from this test are values greater than 0.7 (>0.7). can be seen in the table below thoroughly with details, the results of the variable tests in this study, which can be seen from the value of *Composite Reliability*.

**Table 3. Reliability Test Results**

Variable	Composite Reliable	Conclusion
Training and Development	0,841	Reliable
Compensation and Benefits	0,854	Reliable
Organizational Justice	0,832	Reliable
Employee Engagement	0,845	Reliable
Employee Performance	0,860	Reliable

Source: Primary data (2023)

Indirect *effect* testing or indirect influence without the role and relationship of mediation which shows the estimated results of the independent variable or independent variable, namely training and development, compensation and benefits, organizational fairness to the dependent variable, namely employee performance without assistance from the mediation variable, namely employee involvement. Significant results or not can be seen from in accordance with the applicable rules and conditions, namely by looking at the results of *t-statistics* of >1.96 and *p-value* of <0.005 (Ghozali & Latan, 2015).

**Table 4. Hasil Specific Indirect Effect**

X → M/Indirect With Mediation	Original Sample	T-statistic (>1.96)	P-value (≤0.05)	Conclusion
Employee Engagement → Training and Development → Employee Performance	0,028	1,905	0,057	H1: Insignificant Positive
Employee Engagement → Compensation and Benefits → Employee Performance	0,184	2,455	0,014	H2: Significant Positive
Organizational Fairness → Employee Engagement → Employee Performance	0,029	2,701	0,007	H3: Significant Positive

Source : Primary data (2023)

In testing the *path coefficient*, it will notify the influence between variables directly. The magnitude of influence can be seen from the significance or absence of influencing variables. It can be stated significantly if in the t-statistic column table *there is a value of >1.96 and a p-value of <0.000* (Ghozali & Latan, 2015).

**Table 5. Test Results of Path Coefficients (Direct Influence)**

X → M/Direct With Mediation	Original Sample	T-statistic (>1.96)	P-value (≤0.05)	Conclusion
Employee Engagement → Training and Development	0.301	2,068	0,039	H1: Significant Positive
Employee Engagement → Compensation and Benefits →	0,242	2,463	0,014	H2: Significant Positive
Organizational Justice → Employee Engagement	0,301	2,705	0,006	H3: Significant Positive
Employee Engagement → Employee Performance	0.758	13,744	0,006	H4: Significant Positive

Source : Primary data (2023)

From the results of the influence data test between variables, explain the results of the hypothesis test from this study. Training and development explain the significant positive effect on employee engagement as mediation. These results are the same and in accordance with journals from (Dajani, 2015), (Soliman & Wahba, 2019), (Othman & Mahmood, 2019). Which means that Pizza Hut Delivery as one of the subsidiaries of Pizza Hut has provided good training in

the development of employees who work

fast restaurant. However, training and development with employee involvement as mediation has a positive but not significant impact on employee performance according to journals from (Johari & Subramaniam, 2020), (Saluy & Kemalasari, 2017). Therefore, it is necessary from the company to find a strategy and consistently provide training and development, provide training and development that can help improve employee performance. Positive

Compensation and benefits mediated employee involvement on employee performance at Pizza Hut Delivery resulted in a positive and significant influence. As for the reason employees feel that the salary and benefits they receive are in accordance with what has been done. From these results, it can be said that the provision of wages or rewards to employees is appropriate and more than the applicable wage system. The compensation and benefits received

by employees create an energy and drive to be more involved in duties and responsibilities. Similarly, the indirect influence where compensation and benefits on employee performance with employee involvement provides good results that make employee performance increase. These results are in accordance with journals from (Dajani, 2015), (Fahmi & Hands, 2016) (Othman & Mahmood, 2019).

Organizational fairness mediated directly by employee engagement on employee performance at Pizza Hut Delivery yields significant positives. This is because employees feel happy with the fairness that exists within the company. With this, it can be interpreted that the company has provided justice appropriately and correctly, in accordance with what must be obtained by employees and the obligations carried out by the company. The company has implemented decisions, attitudes, behaviors, actions in



accordance with applicable (labor) laws, which explain that the company must treat employees fairly and generalize or there are no gaps. By involving organizational fairness in the company, it will have an impact on employee performance in the company continues to increase. These results are the same as research from (Dajani, 2015), (Wang et al., 2015), (Nyoman, Wirakusuma I & Ketut, 2018).

Employee engagement has a significant influence on employee performance in the company. This is because employees feel they have a vision and mission that they have in line with the company. Involvement is the key to the success of a company, with employees happy to participate in the work given, it will make the quality or performance of employees will continue to increase. Engagement is a very important factor to measure worker satisfaction. In addition, employee involvement can be a way to see whether employees are satisfied or not in doing their work in the company, by involving employees in performing tasks, with that employees will feel valued and further improve their performance. These results are in accordance with journals from (Dajani, 2015), (Fahmi & Hands, 2039), (Wushe & Shenje, 2019).

The test results of the coefficient of determination or *R square adjusted* variables of employee involvement and employee performance, which explains the influence of variables and the rest are influenced by factors outside variables such as leadership, organizational policies and procedures, rewards, discipline, work environment, motivation (Ghozali & Latan, 2015). The results of the test can be seen in the table below (table 6):

**Table 6. R Square Adjusted Test Results**

Variable	Adjusted R Square	Percentage %
Employee Engagement	0,453	45,3
Employee Performance	0,593	59,3

Source : Primary data (2023)

**DISCUSSIONS AND CONCLUSIONS**

This study explains the effect of the relationship between training and development, compensation and benefits and organizational fairness on employee performance at Pizza Hut Delivery in Batam City with variables mediating employee involvement. From the results of the training and development relationship test on employee performance with employee involvement mediation produces insignificant positive, compensation and benefits and organizational fairness along with employee involvement as mediation has a significant positive effect on employee performance.

Suggestions for companies can better involve employees in conducting training and development such as communication and service skills and provide training and development consistently, compensation and benefits such as involving employees in terms of providing health and safety benefits and organizational fairness such as involving in decision making and receiving opinions.

Further research recommendations can add several other factors and variables, such as leadership, organizational policies and procedures, rewards, discipline, work environment, motivation that have a significant influence on previous research, by involving more factors will improve the performance of Pizza Hut Delivery employees.

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