

The Role of Motivation as Mediating Leadership Style and Work Environment on Employee Morale at Fast Food Restaurant Z in Jakarta

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Abstract

This research is about the influence of leadership style and work environment on work morale where motivation is a mediating variable. The object of this research is Fast Food Restaurant Z in Jakarta, which is one of the fast food restaurants in Indonesia. The research method uses a quantitative-causality approach, which will be tested using the SEM-PLS method with the SmartPLS program. The choice of the SEM-PLS method is the right reason, because it can observe a relatively small number of 52 employees without reducing the level of statistical accuracy. Employees whose sample size has been determined must have followed the convenience sampling assumption. The results of this study provide an empirical model of a positive relationship between leadership style, and work environment on morale mediated by motivation. These results provide theoretical empirical recommendations, especially managerial implications for Fast Food Restaurant Z in Jakarta as an important consideration in making effective Human Resource Management decisions and achieving business continuity in the future.

Keywords: leadership style, work environment, motivation, morale

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1. INTRODUCTION

In facing an increasingly competitive competition, an organization must always be able to adapt to all changes that occur in order to survive in the competition (Permaningrat, 2012). In the era of the ASEAN Economic Community (AEC) is a period where countries in the Southeast Asian region are expected to compete to become a superior country among other countries, both in terms of human resources and in terms of sales. Changes that can be seen are cooperation in the field of trade or services which is seen as one of the ways to develop a business system elsewhere, where the franchisor is economically very profitable because it gets a management fee from the franchisee, the product can be spread to other places where the franchisee is working on his franchise and for consumers who need the franchisee's products to be quickly obtained in a fresh and undamaged state (Harjowidigdo, 2016).

The emergence of increasingly sharp business competition, one of which is a franchise business which is now growing in Indonesia. A franchise is a legal agreement between the franchisor as the right owner who agrees to grant the right to the franchisee to sell service products and/or services under specific conditions that have been determined (Kuswiratmo, 2016:184). The development of this franchise is marked by the establishment of new businesses engaged in food supply. At this time, fast food restaurant growth has the potential to continue to grow, especially in Indonesia. The intense competition requires the organization to survive by having high-quality resources which are the advantages of a company. The role of human resources in the organization is the basic capital where employee morale will determine the progress and decline of an organization (Rimawathi, 2008).

Leadership style is the way a leader influences the behavior of subordinates, so they are willing to work together and work productively to achieve organizational goals (Hasibuan, 2011:154). Leadership style or Style

of Leadership covers how a person acts in the context of the organization, so the easiest way to discuss the various types of styles is to describe the type of organization or situation that is generated by or is suitable for a particular style (Thoha, 2007).

Employee morale is how employees really feel about themselves as workers, their jobs, their managers, their work environment, and their work life as a whole (Kaswan, 2015: 201). Every company must always strive so that its employees have high morale and passion (Eddy & Budhi, 2000). Employee morale is influenced by the attitude and leadership style of superiors, where good leadership will create a good work environment and will increase employee morale at work (Nurtjahjani, 2008). Leadership style is the way a leader influences the behavior of subordinates, so they are willing to work together and work productively to achieve organizational goals (Hasibuan, 2011:154).

The work environment can create a binding working relationship between the people in the environment. Therefore, efforts should be made so that the work environment must be good and conducive to make employees feel at home in the room and feel happy and excited to carry out each of their duties (Moekijat 2003:138). The work environment has a positive and simultaneous effect on employee morale (Anteja, 2013). The work environment is everything that is around the workers and that can affect them in carrying out the tasks assigned to them. The work environment is a very important component when employees carry out work activities (Danang, 2015: 38). In addition to the work environment, motivation is also needed to increase employee morale. Motivation is an impulse that grows within a person, both from within and from outside himself to do a job with high enthusiasm using all the abilities and skills he has in order to achieve organizational goals (Sunyoto, 2012:11).

From the topics that have been described, the formulations of this research can be constructed: 1) Does motivation affect work morale; 2) Does leadership style affect work morale; 3) Does the work environment affect work morale; 4) Does leadership style affect motivation; 5) Does the work environment affect motivation; 6) Whether motivation can mediate leadership style with work spirit; and 7) Can motivation mediate the work environment with morale.

2. LITERATURE, FRAMEWORK, AND HYPOTHESES

2.1 Motivation and Work Spirit

Morale is defined as a sense of pleasure in the tasks and responsibilities given (Setiawan, 2018). Several aspects affect employee morale such as: motivation (Utamajaya & Sriathi, 2015), work environment (Octaviani & Suana, 2019), and leadership (Ratnasari & Sutjahjo, 2017). Employees will be motivated at work if all their expectations are met (Sari, 2020), which is a form of remuneration for employees who have completed their work properly and correctly (Ariza-Montes et al., 2018). As is the case, research developed by (Manihuruk & Tirtayasa, 2018) that motivation can affect employee morale in carrying out each task. In line with research by (Octaviani & Suana, 2019) that motivation has a positive and significant effect on work morale. Employees who have high motivation at work will bring the company to be more competitive in achieving its sustainability in the future (Usman et al., 2021). This is confirmed by (Hartinah et al., 2020; Hamzah & Sarwoko, 2020; Law et al., 2019; Utamajaya & Sariathi, 2015) that motivation has a real influence in building employee morale behavior. Based on the literature review that has been discussed as a consideration in building the research model, it can be indicated that: H1, motivation has a positive effect on work morale.

2.2 Leadership Style and Work Spirit

In the previous description, various factors that influence work morale have been explained, including leadership style factors, where leadership style is an important factor in building employee morale and work ethic. Hasibuan (2011) explains that leadership style is the way a leader influences the behavior of subordinates, so they are willing to work together and work productively to achieve organizational goals. Ratnasari & Sutjahjo, (2017) high employee morale will be formed when superiors have the right leadership style and are effective in directing and assigning the right responsibilities according to the abilities and expertise of employees. Research by (Dewi, 2021) confirms that leadership style is a factor that can be an important consideration for organizations in influencing employee morale. Therefore, (Usman et al., 2021) companies that choose leaders who have the right style and point of view can influence their subordinates to be enthusiastic in building a better company. In line with several research models that have been developed by (Marpaung, 2021; Nufriзал et al., 2020; Dewi, 2021; Santika, & Antari, 2020) it was found that leadership has a positive and significant influence on work morale. Based on the literature review that has been discussed as a consideration in building the research model, it can be indicated that: H2, leadership style has a positive effect on work morale.

2.3 Work Environment and Work Spirit

The work environment is everything related to physical or non-physical that can affect employees in carrying out their duties. Dangan (2015) the work environment is a very important component when employees carry out

work activities. More specifically (Octaviani & Suana, 2019) states that a safe and comfortable work environment is an important thing that must be immediately implemented by stakeholders in order to influence employee morale. The work environment is closely related to work safety, because then employees will feel safe when they are on the move and of course make employees more enthusiastic to work (Setiawan, 2018). This is evidenced by several previous studies that examine the work environment (Manihuruk & Tirtayasa, 2020; Annisa, 2015), where the work environment can positively affect employee morale. This result is also supported by research (Chandra, 2018; Ratnasari & Sutjahjo, 2017; Utamajaya & Sriathi, 2015) which states that the work environment has a significant effect on work morale. Based on the literature review that has been discussed as a consideration in building the research model, it can be indicated that: H3, the work environment has a positive effect on work morale.

2.4 Leadership Style and Motivation

Motivation is an important aspect of the sustainability of a company. The company will achieve the goals that have been planned if the company has a leader who is seen to be suitable for various complex employee viewpoints. The goal is to have a common perception, one goal, one vision and mission (Usman et al., 2021). Therefore, leadership style has an important role in encouraging employees to do and complete their duties well. It has been proven by previous research that leadership style can significantly affect employee motivation (Dwapatesty et al., 2021; Mendrofa, 2021; Nufrizal et al., 2020). In addition, research by (Afifah & Asnur, 2021; Solihin, 2021; Nugroho et al., 2020) found a positive and significant influence between leadership style and motivation. Based on the literature review that has been discussed as a consideration in building the research model, it can be indicated that: H4, leadership style has a positive effect on motivation.

2.5 Work Environment and Motivation

Motivation is closely related to the work environment, where the environment can encourage better employee work behavior. In addition, employee evaluation of salary, promotion opportunities, recognition, job design, quality of organizational communication, and workplace spirituality all play a role in determining employee motivation to lead (Porter et al., 2016). The work environment consists of: the physical environment is defined as an environment that can be seen in real terms and with the naked eye, such as: lighting, room layout, room design and color, and so on, while the non-physical environment is defined as an environment that is invisible, but can be felt in its shape, such as : support from superiors, good communication between superiors or with co-workers, perceived justice in the workplace both directly and indirectly financially, and so on (Bhatti et al., 2021). Evidenced by several previous studies that examine the relationship between the work environment and motivation, namely (Rulianti et al., 2021; Asfar & Anggraeni, 2020; Wiryawan et al., 2020; Kultsum, 2017; Josephine, 2017) found that the work environment can increase motivation employees in carrying out their duties. This is confirmed by research (Suyono et al., 2021; Yamin et al., 2021; Parashakti et al., 2020; Utami, & Tarmudji, 2014) that the work environment has a positive and significant effect on motivation. Based on the literature review that has been discussed as a consideration in building the research model, it can be indicated that: H5, the work environment has a positive effect on motivation.

2.6 Leadership Style, Motivation and Work Spirit

Leadership style and motivation are important factors in increasing employee morale (Porter et al., 2016). Thus a company will achieve its sustainability in the future when it has a leader who can motivate his subordinates appropriately and effectively (Usman et al., 2021). Sometimes motivation is not an easy thing for a leader to make employees excited at work (Hartinah et al., 2020), because each employee has different levels of needs and desires (Bashirian et al., 2020). Nugroho et al., (2020) have tested and found that motivation has an important role in intervening leadership in increasing employee morale. In line with the research developed by (Putra et al., 2021) which states that the role of motivation significantly mediates between leadership style and employee morale. Based on the literature review that has been discussed as a consideration in building the research model, it can be indicated that: H6, motivation mediates leadership style with motivation positively.

2.7 Work Environment, Motivation and Work Spirit

Employee morale can be built by a good work environment (Santika & Antari, 2020), where a good environment will lead to motivation and ultimately will increase employee morale to perform better in completing each job (Nugroho et al., 2020) . Good working environment conditions allow employees to be more productive, because there is a spirit within them to continue to play an active role in completing their tasks (Bhatti et al., 2021). This is in line with research from (Manihuruk & Tirtayasa, 2020; Octaviani & Suana, 2019; Utamajaya, & Sriathi, 2015; Marpaung, 2013) which found that there was a positive relationship between work environment and work spirit which was mediated by motivation. Likewise, research developed by (Basori et al., 2017; Josephine, 2017) found that the work environment can improve employee performance through the role of motivation. Based on

the literature review that has been discussed as a consideration in building the research model, it can be indicated that: H7, motivation mediates the work environment with motivation positively.

3. RESEARCH METHODS

3.1 Research Design

This study uses a descriptive and quantitative approach. Shields & Rangarajan (2013) descriptive research is a description of a population or phenomenon, (Sekaran & Bougie, 2013) by describing the profile, characteristics, or relevant aspects of the variables observed in research, whether related to humans, organizations, industrial, or otherwise. The description of the population or phenomenon is measured using a quantitative approach (Cooper & Schindler, 2014) which measures behavior, opinions, or attitudes, in response to questions related to how much, how often, when, or who.

3.2 Population and Research Sample

The population of this study are employees who work Fast Food Restaurant Z in West Jakarta with a total of 52 employees. Therefore, the researcher uses assumptions (Sekaran & Baugie, 2013) in sampling, namely using a convenience sampling technique, where information collection from population members is available to provide it. This means that if the population is relatively small, it can be used as a research sample. Furthermore, the distribution of the questionnaire will be distributed according to the number of samples that have been determined using the google form. The choice of google form as a data collection application, because it is still in a state of social restrictions according to government regulations regarding the spread of COVID-19.

3.3 Data analysis technique

The selection of SEM-PLS as a research model test has followed the assumptions, limitations, and characteristics of the research object. Since the use of SEM-PLS has been widely used in management and organizational research (Henseler et al., 2014), the relatively small sample size in research will still achieve a good level of testing (Hair et al., 2014; Sarstedt et al., 2019), and the research model has relatively large indicators that can handle complex models with many structural model relationships (Hair et al., 2014).

4. RESULTS AND DISCUSSION

4.1 Research Results

This research model is about the role of motivation as a mediation of leadership style and work environment on employee morale at fast food restaurant Z in Jakarta. After distributing the questionnaires according to the criteria and the number of samples that have been determined. The results of the distribution of questionnaires that are acceptable and feasible for testing using the SEM-PLS approach with the SmartPLS program are 52 respondents. The description of respondents based on their characteristics and the results of their responses will be described in the explanation.

4.1.1 Descriptive Analysis Results

Descriptive analysis of respondents explains the description of various characteristics of respondents in accordance with predetermined population and sample criteria. The descriptions of the respondents include: gender, age, and last education.

Table 1: Characteristics of Respondents

Characteristics	Frequency	Percent
Male	38	73,1
Women	14	26,9
Total	52	100,0
20-35 years	51	98,1
36-50 years	1	1,9
Total	52	100,0
Senior High School	51	98,1
Associate Degree 3	1	1,9
Total	52	100,0
<1 year	20	38,5
1-5 year	15	28,8
>5 year	17	32,7
Total	52	100,0

Source: SPSS 24 results (2022)

Based on table 1 above, from a total of 52 employees of Z Fast Food Restaurant in the West Jakarta Region who were sampled in this study, it can be seen that the number of respondents was male as many as 38 people with a percentage rate of 73.1%, while the number of respondents was female. as many as 14 people with a

percentage rate of 26.9%. The results of the characteristics of respondents based on age were 20-35 years totaling 51 people with a percentage level of 98.1% while respondents aged 36-36. 50 years amounted to 1 person with a percentage rate of 1.9%. Respondents based on the latest education as many as 51 respondents based on higher education. school education with a percentage of 98.1%, Diploma 3 as many as 1 person with a percentage of 1.9%. The number of respondents based on years of service was <1 year as many as 20 people with a percentage rate of 38.5%, 15 people working 1-5 years with a percentage rate of 28.8%, years of service >5 years as many as 17 people with a percentage rate of 32.7%.

4.1.2 Measurement Model Results

The measurement model or outer model is carried out to assess the validity, discriminant, and reliability of the model. The outer model with reflexive indicators is evaluated through the convergent and discriminant validity of the latent construct forming indicators and composite reliability and cronbach alpha for the indicator block (Ghozali, 2015).

Convergent validity aims to assess the accuracy of research instruments which have the principle that indicators of a construct must be highly correlated (Hair et al., 2017). Hair et al. (2017), the convergent validity test is assessed based on the loading factor indicator, a loading factor value of more than or equal to 0.7 is considered good, and otherwise will be excluded from the model (Hair et al., 2017).

On the basis of assumptions (Hair et al., 2017), this research model uses a loading factor > 0.7. Invalid items were excluded from the model (Gkep <0.7; Sker <0.7) according to the assumptions as the basis for decision making. After modifying the model, the item has a good validity value (>0.7). After the loadings factor value meets the assumption of convergent validity, the AVE assessment is carried out. Hair et al. (2017) in assessing convergent validity is to consider the value of Average Variance Extracted (AVE). The rule of thumb used to test convergent validity through the AVE value is to standardize the AVE value which is estimated to be at least more than 0.5.

The results of data processing on all constructs produce an AVE value of more than 0.5. Thus, it can be concluded that all items in the model that was built have met the rule of thumb based on the assumption of convergent validity. After meeting convergent validity, the next step in the measurement model (outer model) is discriminant validity testing.

Discriminant validity is assessed based on three approaches (Hair et al., 2017), including: 1) cross loading, the approach is based on the principle that the cross loading values of different constructs should not correlate higher than the cross loading values of the constructs themselves; 2) Fornell-Larcker Criterion is an alternative approach to assess discriminant validity. This approach assesses discriminant validity by comparing the square root of the Average Variance Extracted (AVE) value for each construct with the correlation between one construct and another in the model; and 3) an alternative approach, namely Heterotrait-Monotrait Ratio (HTMT), is considered a more reliable approach when compared to other discriminant validity approaches. Hair et al. (2017), a good HTMT value is to use 0.90 as the limit level for detecting discriminant validity problems.

The results of the cross loading item values of leadership style, work environment, motivation, and morale with each construct obtained higher results than the cross loading values of other construct blocks. Thus, there is no problem in the discriminant validity test through the cross loading approach. The result of the square root value of AVE for each construct is stated to be higher than the correlation between one construct and another construct in the model. Based on the test results, it can be concluded that there is no problem in the discriminant validity test through the Fornell-Larcker approach.

The constructs of leadership style, work environment, motivation, and work spirit showed cronbach's alpha and composite reliability values were above 0.7, meaning that the instrument used to measure the research model that was built was reliable and consistent.

4.1.3 Structural Model Results

Based on the VIF value, it can be interpreted that the VIF value in each construct has met the criteria at the good test level, because it is below 5 according to the assumptions (Sarstedt et al., 2017) and the research model can be continued with further testing. Based on the results of the R-Square value of motivation is 0.631 and morale is 0.695. This result refers to the assumption (Sarstedt et al., 2017), where the result of R² is between 0.50 to 0.75 which means moderate. It can be stated that the motivation and morale described by the leadership style and work environment are in the moderate criteria.

The results of the test value of Q² motivation is 0.392 and morale is 0.452. Based on these assumptions, it can be stated that the model built has relevant predictions, because the obtained Q² value is higher than 0. This means that this model is acceptable and feasible to be developed in the next model.

Table 5: Structural Model Results

Relationships	β	t	p	Results
Direct effect				
Motivation -> Work Spirit	0,282	2,179	0,030	Significant Positive
Leadership Style -> Morale	0,212	1,712	0,088	Insignificant Positive
Work Environment -> Work Spirit	0,444	3,291	0,001	Significant Positive
Leadership Style -> Motivation	0,280	2,814	0,005	Significant Positive
Work Environment -> Motivation	0,599	6,081	0,000	Significant Positive
Indirect effect				
Leadership Style -> Motivation -> Morale	0,079	1,768	0,078	Insignificant Positive
Work Environment -> Motivation -> Work Spirit	0,169	1,976	0,049	Significant Positive

Source: SmartPLS 3.0 results (2022)

On the basis of the hypothesis built in the model, the focus of this research is the positive influence either directly or indirectly. Seen in Table 5, it shows that the direct effect of motivation ($\beta = 0.282$) with work morale has a positive effect (H1: accepted). The effect of leadership style on work morale is ($\beta = 0.212$) positive (H2: accepted). Positive effect ($\beta = 0.444$) between work environment on work morale (H3: accepted). The influence of leadership style on motivation is ($\beta = 0.280$) positive (H4: accepted). There is a positive influence between the work environment ($\beta = 0.599$) and motivation (H5: accepted). In addition, the indirect effect between leadership style and work spirit which is mediated by motivation is positive ($\beta = 0.079$) meaning H6: accepted. While the influence of the work environment on morale mediated by motivation is positive ($\beta = 0.169$) meaning H7: accepted.

4.2 Discussion

4.2.1 Motivation has a positive effect on work morale

The results of the structural model of motivation and work spirit are ($\beta = 0.282$) have a positive effect (H1: accepted). The results of the structural model analysis show a positive effect, meaning that motivation has a strong and real relationship to work morale. The results of this study are in accordance with the model built by (Hartinah et al., 2020; Hamzah & Sarwoko, 2020; Law et al., 2019; Utamajaya & Sariathi, 2015; Octaviani & Suana, 2019) that motivation has a positive effect on work morale.

In addition, the conceptual definition that strengthens this empirical model is (Sari, 2020) employees will be motivated at work if all their expectations are met, (Ariza-Montes et al., 2018) is a form of remuneration for employees who have completed their work properly and correctly. As is the case (Manihuruk & Tirtayasa, 2018) that motivation can affect employee morale in carrying out each of their duties. In line with research by (Usman et al., 2021) employees who have high motivation at work will bring companies to be more competitive in achieving sustainability in the future.

4.2.2 Leadership Style Positively Affects Work Morale

The results of the structural model of leadership style and work spirit are ($\beta = 0.212$) have a positive effect (H2: accepted). The results of the structural model analysis show a positive effect, meaning that the leadership style has a strong and real relationship to work morale. The connectedness meant is that employees feel a good leadership style in the organization, which shapes employee attitudes and behavior to be enthusiastic in carrying out their work. The results of this study are in accordance with the model built by (Marpaung, 2021; Nufriзал et al., 2020; Dewi, 2021; Santika, & Antari, 2020) finding that leadership has a positive influence on work morale.

The conceptual definition from previous research that supports this model is (Hasibuan, 2011) explaining that leadership style is the way a leader influences the behavior of subordinates, so that they are willing to work together and work productively to achieve organizational goals. Ratnasari & Sutjahjo, (2017) high employee morale will be formed when superiors have the right leadership style and are effective in directing and assigning the right responsibilities according to the abilities and expertise of employees. Research by (Dewi, 2021) confirms that leadership style is a factor that can be an important consideration for organizations in influencing employee morale. Therefore, (Usman et al., 2021) companies that choose leaders who have the right style and point of view can influence their subordinates to be enthusiastic in building a better company.

4.2.3 Work Environment Positively Affects Work Morale

The results of the structural model of the work environment and work spirit are ($\beta = 0.444$) have a positive effect (H3: accepted). The results of the structural model analysis show a positive effect, meaning that the work environment has a strong and real connection to work morale. The work environment is everything related to physical or non-physical that can affect employees in carrying out their duties. Employees who work with various services (physical/non-physical facilities) and support from the work environment as expected will certainly have a positive effect on building employee morale. The results of this study are in accordance with the model built by (Manihuruk & Tirtayasa, 2020; Annisa, 2015), where the work environment can positively affect employee morale.

Conceptually, the research that supports this research model is (Dangan, 2015) the work environment is a very important component when employees carry out work activities. More specifically (Octaviani & Suana, 2019) states that a safe and comfortable work environment is an important thing that must be immediately implemented by stakeholders in order to influence employee morale. The work environment is closely related to work safety, because then employees will feel safe when on the move and of course make employees more enthusiastic to work (Setiawan, 2018).

4.2.4 Leadership Style Positively Affects Motivation

The result of the structural model of leadership style and motivation is ($\beta = 0.280$) has a positive effect (H4: accepted). The results of the structural model analysis show a positive effect, meaning that leadership style has a strong and real relationship to motivation. When the leadership style given and felt by employees will have a positive impact on employee motivation. The results of this study are in accordance with the model built by (Afifah & Asnur, 2021; Solihin, 2021; Nugroho et al., 2020) finding that leadership has a positive influence on motivation.

Motivation is an important aspect of the sustainability of a company. The company will achieve the goals that have been planned if the company has a leader who is seen as suitable for various complex employee viewpoints. The goal is to have a common perception, one goal, one vision and mission (Usman et al., 2021). Therefore, leadership style has an important role in encouraging employees to do and complete their duties well. It has been proven by previous research that leadership style can significantly affect employee motivation (Dwapatesty et al., 2021; Mendrofa, 2021; Nufrizal et al., 2020).

4.2.5 Leadership Style Positively Affects Motivation

The result of the structural model of leadership style and motivation is ($\beta = 0.280$) has a positive effect (H4: accepted). The results of the structural model analysis show a positive effect, meaning that leadership style has a strong and real relationship to motivation. When the leadership style given and felt by employees will have a positive impact on employee motivation. The results of this study are in accordance with the model built by (Afifah & Asnur, 2021; Solihin, 2021; Nugroho et al., 2020) finding that leadership has a positive influence on motivation.

Motivation is an important aspect of the sustainability of a company. The company will achieve the goals that have been planned if the company has a leader who is seen as suitable for various complex employee viewpoints. The goal is to have a common perception, one goal, one vision and mission (Usman et al., 2021). Therefore, leadership style has an important role in encouraging employees to do and complete their duties well. It has been proven by previous research that leadership style can significantly affect employee motivation (Dwapatesty et al., 2021; Mendrofa, 2021; Nufrizal et al., 2020).

4.2.6 Leadership Style Positively Affects Work Morale Mediated by Motivation

The results of the structural model of leadership style, motivation, and work spirit are ($\beta = 0.079$) have a positive effect (H6: accepted). The results of the structural model analysis show a positive influence, meaning that the leadership style that affects work morale which is mediated by motivation has a strong and real relationship. Previous research supports this empirical model (Putra et al., 2021) which states that the role of motivation actually mediates between leadership style and employee morale.

Leadership style and motivation are important factors in increasing employee morale (Porter et al., 2016). Thus a company will achieve its sustainability in the future when it has a leader who can motivate his subordinates appropriately and effectively (Usman et al., 2021). Sometimes motivation is not an easy thing for a leader to make employees excited at work (Hartinah et al., 2020), because each employee has different levels of needs and desires (Bashirian et al., 2020). Nugroho et al., (2020) have tested and found that motivation has an important role in intervening leadership in increasing employee morale.

4.2.7 Work Environment Positively Affects Work Morale Mediated by Motivation

The results of the structural model of the work environment, motivation, and work spirit are ($\beta = 0.079$) have a positive effect (H7: accepted). The results of the structural model analysis showed a positive influence, meaning that the work environment that had an effect on morale mediated by motivation had a strong and real connection. Previous research supports this empirical model (Manihuruk & Tirtayasa, 2020; Octaviani & Suana, 2019; Utamajaya, & Sriathi, 2015; Marpaung, 2013) finding that there is a positive relationship between work environment and work spirit which is mediated by motivation.

Employee morale can be built by a good work environment (Santika & Antari, 2020), where a good environment will lead to motivation and ultimately will increase employee morale to perform better in completing each job (Nugroho et al., 2020). A good working environment allows employees to be more productive, because there is a spirit within them to continue to play an active role in completing their tasks (Bhatti et al., 2021). Likewise, research developed by (Basori et al., 2017; Josephine, 2017) found that the work environment can improve employee performance through the role of motivation.

5. CONCLUSIONS AND SUGGESTIONS

The result of the structural model of this research is to answer the hypothetical model and the research objectives that have been built. The connectedness of the model explains about “The Role of Motivation as Mediating Leadership Style and Work Environment on Employee Morale at Fast Food Restaurant Z in Jakarta”. The findings of this study obtain an empirical model that is explained in its understanding. First, the results of the structural model of motivation and morale are positive influences. This means that motivation has a positive impact on employee morale in carrying out their duties. Second, the results of the structural model of leadership style and morale are positive influences. The leadership style approach used is the right and effective style in increasing employee morale. Third, the results of the structural model of the work environment and work spirit are positive influences. The work environment, both physical and non-physical, contributes positively in increasing employee morale in carrying out their duties. Fourth, the results of the structural model of leadership style and motivation are positive influences. The leadership style felt by employees has fulfilled every employee’s desire which in turn increases employee motivation for the better. Fifth, the results of the structural model of the work environment and motivation have a positive effect. Employees will be motivated to complete their tasks efficiently and effectively, because they get physical or non-physical facilities or are in the desired work environment. Sixth, the results of the structural model of leadership style, motivation, and work spirit are positive influences. Motivation has an important role in improving the leadership style used by superiors to generate higher employee morale. Seventh, the results of the structural model of the work environment, motivation, and work spirit are positive influences. The better employee motivation will increase the influence of the work environment on morale for the better as well.

The suggestions recommended in this study are in accordance with the findings of the empirical model on the relationship of the role of motivation as a mediation of leadership style and work environment to employee morale. The recommendations given, both managerially, are necessary for stakeholders, especially superiors, in providing policies or ways to lead a delegative in every work completion to obtain better results. In addition, leaders also need to participate in every task given to employees or their work teams, of course, to increase employee motivation and morale. From these two important aspects, it is hoped that the company will become a reference for improving employee performance so that they are more competitive and achieve business sustainability in the future. While theoretical suggestions and research limitations are seen from the research approach used, population and sample characteristics or the accuracy of item selection used as a measuring tool. However, this model deserves to be accepted and developed for the next model, because the predictive relevance value is above zero (Sarstedt et al., 2017), meaning that the model has predictions that are relevant to the measurements built. The first suggestion is for further research to do modeling by adding or using employee involvement factors, because the results of the coefficient of determination still have a moderate effect. The second suggestion from the sample population is to expand the object of research and distinguish the characteristics of the respondents, in order to obtain better results. The last suggestion is to use a measuring instrument in this model and it needs to be combined with measurements from the latest assumptions or research models.

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