

The Role of Work Motivation in Mediating the Influence of Job Training and Democratic Leadership Style on Employee Performance (Case Study on Seafood Restaurant in the Kedonganan Beach Culinary Area, Kedonganan Village)



I Wayan Julianlara¹, I Made Sara², I Made Suniastha Amerta³, Ida Bagus Udayana Putra⁴, Ni Made Wahyuni⁵

^{1,2,3,4,5} Faculty of Postgraduate Studies, Warmadewa University

ABSTRACT: This study aims to analyze the role of work motivation in mediating the influence of job training and democratic leadership style on employee performance by conducting a case study on a seafood restaurant in the culinary area of Kedonganan Beach, Kedonganan Village. This research is quantitative research in the form of associative. The type of data used in this study is quantitative data with primary and secondary data sources. The data collection method uses field survey methods and literature studies. The population in this study is 1,260 seafood restaurant employees within 24 seafood restaurants in the Kedonganan Beach culinary area. The sample was determined based on the Slovin formula so that as many as 100 employees were sampled randomly. The research instrument used was a questionnaire with a Likert scale of 1-7. The data analysis used in this study is SEM PLS. The results of the study show that training and democratic leadership style have a positive and significant effect on employee motivation and employee performance at seafood restaurants in the Kedonganan Beach culinary area. Work motivation has a positive influence on employee performance, where the higher the work motivation, the better the performance produced. Work motivation has been shown to be able to mediate the relationship between training and democratic leadership style to employee performance. This shows that work motivation is an important factor in improving performance through training and democratic leadership.

KEYWORDS: Work Motivation, Job Training, Democratic Leadership Style, Employee Performance

1. INTRODUCTION

Human Resources (HR) is a determining factor for the success of a company in achieving short-term and long-term goals, so optimal employee performance is needed. Good employee performance will have a positive impact on the company's operations and profits, including in the food and beverage industry. In Bali, the development of tourism opens up business opportunities, one of which is in the culinary area of the Seafood Restaurant at Kedonganan Beach, which offers typical dishes with panoramic sunsets and views of Garuda Wisnu Kencana (GWK). However, some restaurants in the region are experiencing indications of employee performance problems, as reflected in customer reviews complaining of slow service, lack of professionalism, and less friendly attitude. This can be caused by lacks of training, an unbalanced workload, or weak coordination between employees, which ultimately has an impact on customer satisfaction and the sustainability of the restaurant's business.

Several seafood restaurants in the culinary area of Kedonganan Beach, Kedonganan Village received several reviews that showed that some consumers who visited received less than optimal service from karyawan. The reviews given by consumers on several seafood restaurants in the Kedonganan Beach area are presented in Figure 1.

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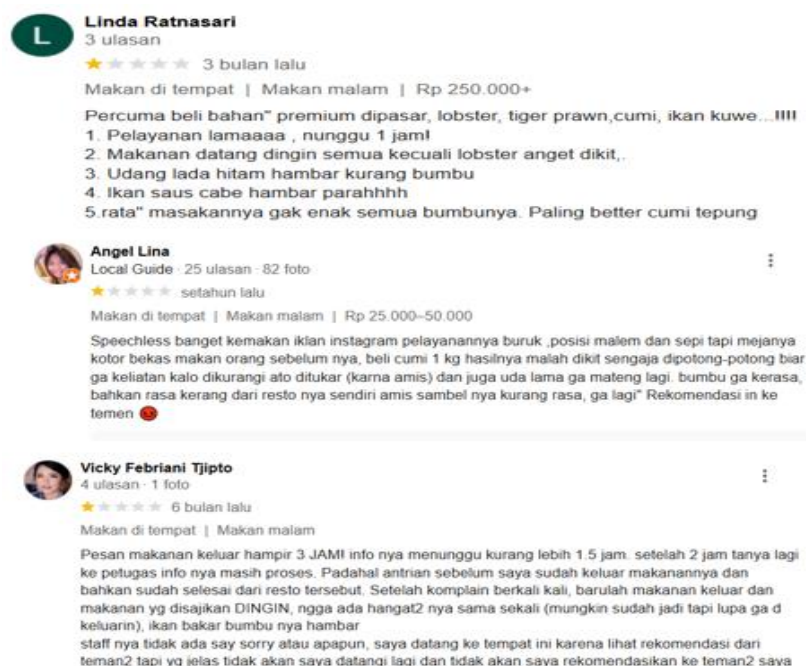


Figure 1. Reviews of Some Consumers Who Visit Seafood restaurants in Kedonganan Beach

Based on Figure 1, it can be seen that several guests who have visited the seafood restaurant in Kedonganan Beach complained about the performance of employees both in responding to guest orders and in providing services to visiting guests. When guests provide reviews that describe an overall negative experience, especially if the experience is related to direct interaction with employees, this tends to indicate a problem with employee performance.

Regarding the employee performance problems experienced at the seafood restaurant in Kedonganan Beach, Kedonganan Village, the researcher also conducted pre-research to find out what factors affects employee performance at the seafood restaurant in the Kedonganan Beach culinary area, especially job training factors, democratic leadership style, and work motivation. The results of the pre-research in this study are presented in Table 1.

Table 1. Pre-Research Results at Seafood restaurant in the culinary area of Kedonganan Beach

Topics Observed in Pre-Research	Observation Results
Training	Employees who work at seafood restaurants in the culinary area of Kedonganan Beach have not participated in job training optimally on average.
Democratic Leadership Style	There are still some employees who feel that the leadership does not listen to the opinions, criticisms, and suggestions from their subordinates. Employees sometimes feel that they do not get enough appreciation from their superiors, so their morale decreases
Work Motivation	Employees at seafood restaurants in the Kedonganan Beach Culinary Area tend to feel that they do not have control or freedom in the work carried out so they sometimes feel less motivated at work.

Source: Pre-Research Results (2024)

Based on the results of this pre-research, it can be seen that seafood restaurant employees in the culinary area of Kedonganan Beach tend not to receive optimal job training, even though training is important to improve their skills and knowledge. In addition, pre-research shows that some employees feel that leaders are not listening to input, receiving less appreciation, and have limitations in work autonomy, which results in a decrease in their motivation and performance. This problem indicates that job training factors, leadership style, and work motivation have an important role in determining employee performance and business success.

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One of the factors that can affect employee performance is job training (Lestari *et al.*, 2023). Training helps employees develop new skills or improve existing skills, which makes employees more effective and efficient in carrying out a job that directly improves the performance produced (Panggabean *et al.*, 2023). Continuous training ensures that employees stay up-to-date with the latest industry trends, technology, and working methods. This updated knowledge allows employees to work smarter and faster so that they tend to be able to improve employee performance (Pratiwi & Prasetya, 2024). Well-trained employees tend to make fewer mistakes in the work they do. The better the training provided to employees, the more likely it is to provide a better understanding of the duties and responsibilities of the employee. This tends to reduce errors and improve the quality of the work produced (Salsabila & Marginingsih, 2024). This means that the more often employees receive training, the performance produced by employees tends to improve. Research conducted by Hendratmko (2018); Panggabean *et al.*, (2023); Pratiwi & Prasetya (2024); and Salsabila & Marginingsih (2024) stated that training has a positive and significant effect on employee performance. However, research conducted by Hitalessy & Veronica (2018) found that training has no effect on employee performance. Hitalessy & Veronica (2018) stated that employee performance tends to be determined by the work experience possessed by employees, so that even though employees take part in training, if they do not have real work experience, they tend not to have a significant influence on the performance produced.

Creating optimal employee performance is also closely related to democratic leadership styles (Olla & Andriyani, 2019). Leadership plays a very dominant role in the success of the company when organizing various activities, especially seen in the performance of all employees (Saputra *et al.*, 2021). The current democratic leadership style is considered a very appropriate leadership style, because it requires leaders who are willing to be directly involved in organizational activities, provide direction and listen to suggestions or inputs from their subordinates, pay close attention to the interests and welfare of their subordinates, and take action against subordinates who violate discipline with a corrective and educational approach (Sari & Kusuma, 2024). When leaders can lead by prioritizing the welfare of members and providing participation for each of their subordinates, it tends to increase employee job satisfaction for the appreciation given by the leadership. This tends to bring an improvement in employee performance. The better the leadership applied, the more motivated employees will be to dedicate themselves to the company through better performance.

Research conducted by Sari & Kusuma (2024); Djunaedi & Gunawan (2018); Setiawan (2019); Izaak (2019); Effendy & Fitria (2020); and Saputra *et al.*, (2021) who found that leadership style has a positive and significant effect on employee performance. However, the results of a different study conducted by Halim & Dewi (2018) found that leadership style has no effect on employee performance. Halim & Dewi (2018) stated that each employee has different needs and preferences so that when leadership styles are applied to one group, they may not be effective when applied to other groups. More experienced and independent employees may not be affected by the transformational leadership style because they already have high motivation and self-discipline (Halim & Dewi, 2018).

Creating optimal employee performance is also closely related to employee work motivation (Sriyani *et al.*, 2023). Motivation to work is a determinant of the high or low performance produced by an employee. Employees who have high work motivation tend to have higher morale so that they will be encouraged to work harder and will ultimately produce more optimal performance (Antika *et al.*, 2021). The higher the motivation of employees to work, the more likely it is to bring an improvement in the performance produced. Research conducted by Sriyani *et al.*, (2023); Antika *et al.*, (2021); Rulianti *et al.*, (2021); Goni *et al.*, (2021); and Guterresa *et al.*, (2019) found that work motivation has a positive and significant effect on employee performance. This indicates that employees who have high morale tend to be motivated to work optimally so that they can achieve optimal performance. However, in contrast to research conducted by Hidayat (2021) which found that work motivation does not affect the performance produced by employees. Hidayat (2021) stated that the use of extrinsic motivations such as rewards and punishments tends to be ineffective in the long term and is difficult to maintain without constant intervention from management. On the contrary, intrinsic motivation that comes from within employees is more sustainable and effective.

A company's success depends on the performance of its human resources, which is influenced by job training, leadership style, and work motivation. Given the importance of these factors as well as the inconsistency of previous research and performance problems in seafood restaurants in the Kedonganan Beach culinary area, this study focuses on the role of work motivation as a mediating variable. It is hoped that this research can provide deeper insights into how job training and democratic leadership contribute to improving employee performance through work motivation.

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2. THEORETICAL FOUNDATIONS

2.1. Goal Setting Theory

This study uses Goal Setting Theory as the grand theory. Goal Setting Theory is a form of motivation theory. Goal Setting Theory emphasizes the importance of the relationship between the goals set and the performance produced. The basic concept is that a person who is able to understand the goals expected by the organization, then this understanding will affect his work behaviour. Goal Setting Theory implies that an individual is committed to a goal. Any organization that has set goals formulated into a budget plan is easier to achieve its performance targets in accordance with the vision and mission of the organization itself. Based on the Goal Setting Theory approach, the success of the organization in achieving a good level of performance is the goal to be achieved, while the variables of job training, leadership style, and work motivation are the determining factors. The higher the determining factor, the higher the likelihood of achieving the goal, namely performance.

2.2. Employee Performance

Adiyadnya (2022) stated that employee performance is a means to get better results from organizations, teams and individuals by understanding and managing performance within the framework of goals and standards, and agreed attribute requirements. Ardial (2018) states that employee performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Mangkunegara (2019), the indicators used to measure employee performance are 1) work quality; 2) quantity of work; 3) the implementation of duties; 4) responsibility; 5) working accuracy.

2.3. Job Training

Suwandi (2021) stated that training is a learning process that allows employees to carry out their current work in accordance with standards. Rahayu (2020) defines training as a systematic effort by the company to improve all knowledge, skills and attitudes of employees through the learning process in order to optimally carry out their functions and duties. According to Afandi (2018), job training is an effort to transfer skills and knowledge to the trainees in such a way that the participants receive and conduct training while carrying out their work. According to Nurdin (2019), there are five indicators used to measure job training, namely 1) training objectives; 2) training materials; 3) methods in training; 4) participants; 5) Trainer qualifications.

2.4. Democratic Leadership Style

Zaharuddin (2021) stated that leadership style is a behavior or method chosen and used by leaders in influencing the thoughts, attitudes and behaviors of members of their subordinate organizations. A democratic leadership style is defined as a leadership style that invites contributions from its team members, provides space for opinions, and pays attention to input before making a final decision (Sari & Kusuma, 2024). Aksa & Yurnalis (2023) stated that a democratic leadership style is the ability to influence others to be willing to work together in achieving the goals that have been set by the way the various activities to be carried out are determined jointly between the leadership and subordinates. According to Garis *et al.*, (2021), the indicators of democratic leadership styles that have been adjusted to their characteristics include, 1) decisions are made together; 2) appreciate the potential of each of their subordinates; 3) listen to the critics, suggestions, or opinions of subordinates; 4) cooperate with their subordinates.

2.5. Work Motivation

Alvionita (2023) states that motivation is the provision of a driving force that creates a person's enthusiasm for work so that they are able to cooperate, work effectively, and be integrated with all their efforts to achieve satisfaction. Kasman (2021) stated that work motivation is an encouragement in a person to do their work with sincerity, enthusiasm, and responsibility. Motivation is a person's encouragement to do a job so that employees can achieve their goals (Prasetyo, 2023). Strong motivation makes employees willing to work so that employee performance increases, motivation can come from internally and externally (Prasetyo, 2023). Hafidzi (2019) stated that indicators that can measure work motivation are 1) Physical needs; 2) The need for a sense of security; 3) social needs; 4) the need for awards; 5) the need for encouragement to achieve the goal.

3. CONCEPTUAL FRAMEWORK AND HYPOTHESIS

Optimal employee performance plays an important role in achieving company goals, increasing profits, and running smoothly. Factors that affect employee performance include job training, democratic leadership style, and work motivation. Good training improves task understanding and work quality, while effective leadership encourages employee dedication. In addition, high work motivation increases employee morale and productivity. Thus, employees who are well-trained, led by an effective democratic leadership style, and have high work motivation tend to show improved performance. The framework of this research can be seen in Figure 2.

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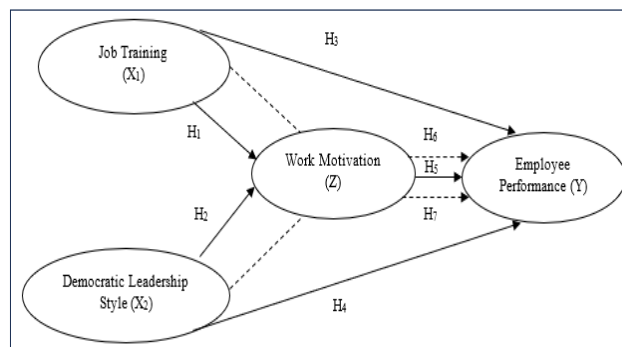


Figure 1. Conceptual Framework

Based on the conceptual framework in Figure 1, the hypothesis of this research can be described.

3.1. The Effect of Job Training on Work Motivation

Pinangkaan *et al.*, (2020) stated that training is a program that helps employees carry out the responsibilities given by the company. When employees feel more competent and capable in the work they are doing, employees tend to feel more motivated and appreciated and confident in carrying out their work (Yunior, 2018). Research conducted by Lestari *et al.*, (2023); Lestari & Mayasari (2021); Pramana (2019); and Juliana (2020) who found that job training has a positive and significant effect on employee work motivation. This indicates that by participating in training, employees can improve their skills and knowledge so that employees feel more competent in carrying out a job. Based on this description, the hypotheses formulated in this study are:

H1: Job training has a positive and significant effect on employee motivation

3.2. The Influence of Democratic Leadership Style on Work Motivation

A good leadership style can reflect an attitude of concern for employees such as discussing problems, providing problem solving, giving advice if there are problems, establishing communication with employees, participating in discussing problems (Mendrofa *et al.*, 2021). A leader who uses an effective democratic leadership style can tend to increase employee motivation. The better the leadership style implemented, the more likely it is to increase employee motivation at work (Guntur & Daud, 2021). Research conducted by Guntur & Daud (2021); Mahadewi & Netra (2020); Nugroho *et al.*, (2018); (2019); and Mendrofa *et al.*, (2021) who found that leadership style has a positive effect on employee work motivation. Leaders who can inspire employees, provide a clear vision, and support employee autonomy and empowerment tend to increase employee motivation at work. Based on this description, the hypotheses formulated in this study are:

H2: Leadership style democratic has a positive and significant effect on employee work motivation

3.3. The Effect of Job Training on Employee Performance

Continuous training ensures that employees stay up-to-date with the latest industry trends, technology, and working methods. This updated knowledge allows employees to work smarter and faster so that they tend to be able to improve employee performance (Pratiwi & Prasetya, 2024). Well-trained employees tend to make fewer mistakes in the work they do. The better the training provided to employees, the more likely it is to provide a better understanding of the duties and responsibilities of the employee. This tends to reduce errors and improve the quality of the work produced (Salsabila & Marginingsih, 2024). This means that the more often employees receive training, the performance produced by employees tends to improve. Research conducted by Hendratmko (2018); Panggabean *et al.*, (2023); Pratiwi & Prasetya (2024); and Salsabila & Marginingsih (2024) which stated that training has a positive and significant effect on employee performance. Based on this description, the hypotheses formulated in this study are:

H3: Job training has a positive and significant effect on employee performance

3.4. The Influence of Democratic Leadership Style on Employee Performance

Leadership that can foster employee motivation is leadership that can foster the confidence of employees in carrying out their respective duties. The current democratic leadership style is considered a very appropriate leadership style, because it requires leaders who are willing to be directly involved in organizational activities (Sari & Kusuma, 2024). When leaders can lead by prioritizing the welfare of members and providing participation for each of their subordinates, it tends to increase employee job satisfaction for the appreciation given by the leadership. This tends to bring an improvement in employee performance. The better the leadership applied, the more motivated employees will be to dedicate themselves to the company through better performance. Research conducted by Sari & Kusuma (2024); Djunaedi & Gunawan (2018); Setiawan (2019); Izaak (2019); Effendy

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& Fitria (2020); and Saputra *et al.*, (2021) who found that democratic leadership styles have a positive and significant effect on employee performance. Based on this description, the hypotheses formulated in this study are:

H4: Democratic leadership style has a positive and significant effect on employee performance

3.5. The Effect of Work Motivation on Employee Performance

Motivation to work is a determinant of the high or low performance produced by an employee. Employees who have high work motivation tend to have higher morale so that they will be encouraged to work harder and will ultimately produce more optimal performance (Antika *et al.*, 2021). The higher the motivation of employees to work, the more likely it is to bring an improvement in the performance produced. Research conducted by Sriyani *et al.*, (2023); Antika *et al.*, (2021); Rulianti *et al.*, (2021); Goni *et al.*, (2021); and Guterres *et al.*, (2019) also found that work motivation has a positive and significant effect on employee performance. This indicates that employees who have high morale tend to be motivated to work optimally so that they can achieve optimal performance. Based on this description, the hypotheses formulated in this study are:

H5: Work motivation has a positive and significant effect on employee performance

3.6. The Role of Work Motivation Mediates the Influence of Job Training on Employee Performance

Optimal employee performance is influenced by job training and work motivation. Training increases employees' skills, knowledge, and confidence, which encourages intrinsic motivation to perform better. Motivated employees tend to be more productive, loyal, and strive to achieve high work standards. Motivation also strengthens the effectiveness of training by helping employees adapt faster and apply new skills on the job. Research conducted by Sari & Luhur (2020); Dewi *et al.*, (2016) and Mochklas *et al.*, (2023) found that work motivation mediates the influence of training on employee performance. Where increasing competence due to training encourages motivation which ultimately improves employee performance. Based on this description, the hypotheses formulated in this study are:

H6: Work motivation mediates the effect of job training on employee performance

3.7. The Role of Work Motivation in Mediating the Influence of Democratic Leadership Style on Employee Performance

A good leadership style reflects concern for employees through deliberation, problem-solving, communication, and appreciation for work results (Mendrofa *et al.*, 2021). Democratic leadership can increase employee work motivation, which has a positive impact on their performance (Guntur & Daud, 2021). Effective leaders encourage morale by rewarding and supporting employees. Previous research conducted by Nadeak *et al.*, (2022); Widyawati, (2020); Fikri & Prastyani (2021); Srutiningsih *et al.*, (2023); Maryati *et al.*, (2021); and Sugianti & Mujiati (2022) showed that work motivation mediates the influence of leadership style on employee performance, where good leadership increases motivation, which then has an impact on improving performance. Based on this description, the hypotheses formulated in this study are:

H7: Work motivation mediates the influence of democratic leadership style on employee performance

4. RESEARCH METHODS

This research is quantitative research in the form of associative. The type of data used in this study is quantitative data. The data sources used in this study are primary data sources obtained from research respondents' answers to the questionnaire distributed and secondary data sources obtained from previous literature and research. The data collection methods used are field surveys and literature studies. The research instrument used was a questionnaire with a Likert scale of 1-7. The data analysis used is descriptive statistical analysis and inferential statistical analysis where the inferential statistical tool used in this study is Structural Equation Modeling with Partial Least Square using SmartPLS software version 3.

5. RESEARCH RESULTS AND DISCUSSION

5.1. Results of Measurement Model Evaluation (Outer Model)

Measurement Model or Outer Model is used to describe the relationship between the latent/construct variable and each of its indicator blocks (Hair *et al.*, 2013). This measurement model is used to test the validity and reliability of the constructs of the research instruments. The results of the Measurement Model can be seen in Figure 2.

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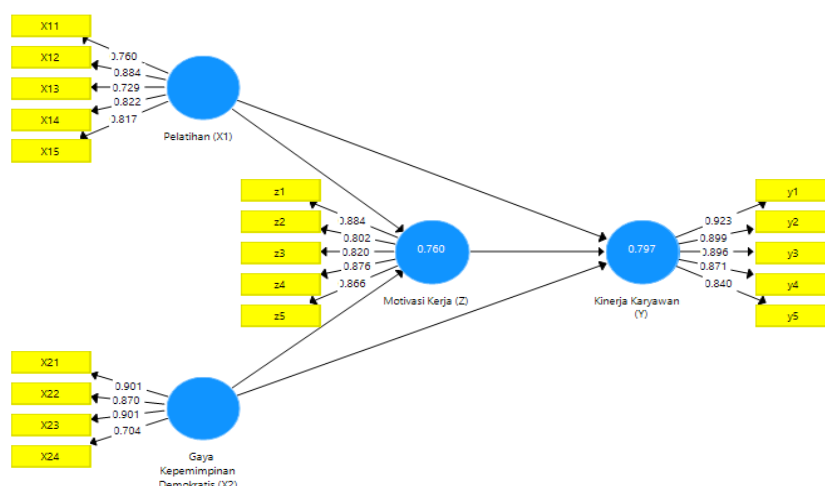


Figure 2. Outer Model PLS

Source: Primary data processed (2024)

Based on the results of the outer model, the results of the validity test and reliability test can be described. There are two validity tests used in this analysis, namely convergent validity and discriminatory validity. Convergence validity is carried out to test the extent to which indicators are positively correlated with alternative indicators of the same latent construct/variable. The results of the validity test of the construct/latent variables in this study can be seen in Table 2.

Table 2.Outer Loading

Indicator	Democratic Leadership Style (X2)	Employee Performance (Y)	Work Motivation (Z)	Job Training(X1)
X11				0,760
X12				0,884
X13				0,729
X14				0,822
X15				0,817
X21	0,901			
X22	0,870			
X23	0,901			
X24	0,704			
Y1		0,923		
Y2		0,899		
Y3		0,896		
Y4		0,871		
Y5		0,840		
Z1			0,884	
Z2			0,802	
Z3			0,820	
Z4			0,876	
Z5			0,866	

Source: Primary Data Processed (2024)

Based on Table 2, it can be seen that the results of the convergence validity test using outer loading show that each indicator used in this study has a value greater than 0.7 so that the data has met the convergence validity. The results of the convergent validity test also use AVE which is presented in the following table 3.

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Table 3: Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Democratic Leadership Style (X2)	0,719
Employee Performance (Y)	0,785
Work Motivation (Z)	0,722
Job Training (X1)	0,647

Source: Primary data processed (2024)

Based on Table 3, it can be seen that the Average Variance Extracted (AVE) value of each construct used in this study is above the expected value of 0.5 so that the construct used in the study has good convergence validity.

Discriminatory validity is used to test the extent to which a construct is completely different from another constructed assessed based on cross loading measurements. The results of the validity test of discrimination in this study are presented in Table 4.

Table 4. Cross Loading

Indicator	Democratic Leadership Style (X2)	Employee Performance (Y)	Work Motivation (Z)	Job Training(X1)
X11	0,547	0,539	0,548	0,760
X12	0,697	0,732	0,725	0,884
X13	0,571	0,533	0,540	0,729
X14	0,601	0,670	0,716	0,822
X15	0,720	0,803	0,761	0,817
X21	0,901	0,651	0,676	0,639
X22	0,870	0,793	0,749	0,738
X23	0,901	0,746	0,744	0,714
X24	0,704	0,563	0,581	0,556
Y1	0,747	0,923	0,775	0,784
Y2	0,720	0,899	0,782	0,714
Y3	0,769	0,896	0,793	0,762
Y4	0,727	0,871	0,775	0,764
Y5	0,664	0,840	0,643	0,640
Z1	0,751	0,730	0,884	0,739
Z2	0,635	0,676	0,802	0,575
Z3	0,623	0,690	0,820	0,778
Z4	0,733	0,751	0,876	0,710
Z5	0,722	0,775	0,866	0,718

Source: Primary data processed (2024)

Based on Table 4, it can be seen that the *cross-loading* value indicates a good validity of discrimination, which can be seen from the correlation value of the indicator to its construction is higher than the correlation value of the indicator with other constructs. The results of the discrimination validity test can also be seen from the results of the Fornell-Larcker Criterion presented in Table 5.

Table 5. Fornell-Larcker Criterion

	Democratic Leadership Style (X2)	Employee Performance (Y)	Work Motivation (Z)	Job Training(X1)
Democratic Leadership Style (X2)	0,848			
Employee Performance (Y)	0,820	0,886		

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Work Motivation (Z)	0,817	0,854	0,850	
Job Training (X1)	0,787	0,830	0,831	0,804

Source: Primary data processed (2024)

The calculation of the validity of discrimination can also be seen through the results of the Fornell-Larcker Criterion in Table 5 where the root value of AVE is higher than the correlation between latent variables, so that it has met the validity requirements of discrimination.

Reliability tests are applied to measure the consistency, accuracy and accuracy of measuring tools in measuring a concept and can be used to measure the consistency of respondents in answering question items in a questionnaire (Hair *Et. Al.* 2013). The reliability test in this study is presented in Table 6.

Table 6. Cronbach's Alpha and Composite Reliability Results

	Cronbach's Alpha	Composite Reliability
Democratic Leadership Style (X2)	0,866	0,910
Employee Performance (Y)	0,931	0,948
Work Motivation (Z)	0,904	0,929
Job Training (X1)	0,864	0,901

Source: Primary data processed (2024)

Based on Table 6, it can be seen that each of the Cronbach's Alpha and Composite Reliability values in each research construct obtained a value greater than 0.7 so that it can be concluded that all latent constructs/variables in this study are reliable.

5.2. Results of Structural Model Evaluation (Inner Model)

After evaluating the Measurement Model (*Outer Model*), the Structural Model (*Inner Model*) Evaluation is carried out using *Bootstrapping*. The Structural Model in this study can be seen in Figure 3.

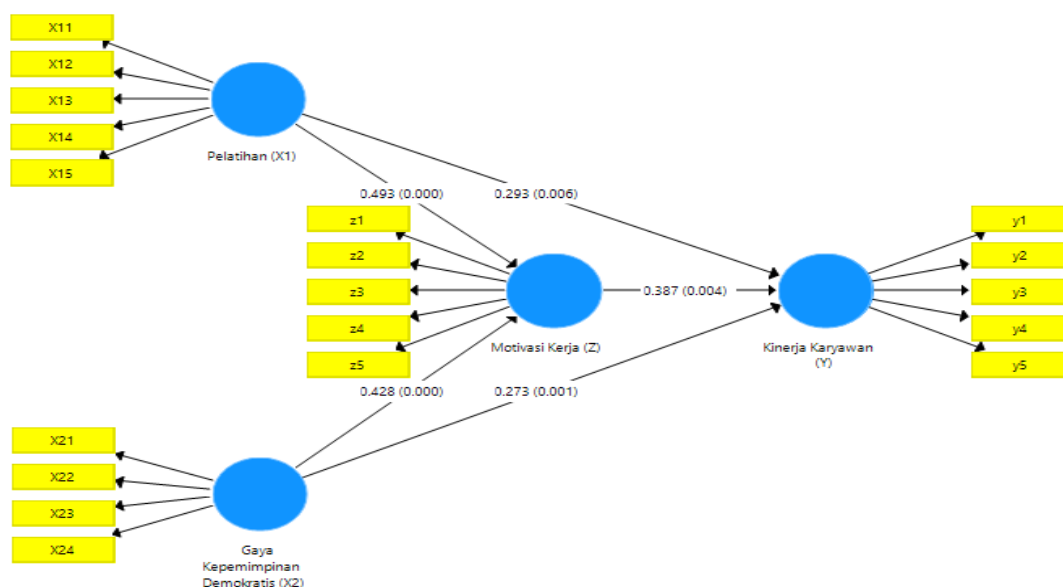


Figure 3. Inner Model PLS

Source: Primary data processed (2024)

Based on the results of bootstrapping on the inner model, it can be described as follows.

According to Hair *et.al* (2013) Determination of values *R-square* It is applied to explain the influence of a dependent variable on other variables, whether in the research construct or not. The results of R2 can be seen in Table 7.

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Table 7.R-square Coefficient of Determination Results

	<i>R Square</i>	<i>R Square Adjusted</i>
Employee Performance (Y)	0,797	0,791
Work Motivation (Z)	0,760	0,755

Source: Primary data processed (2024)

Based on Table 7, the value of the determination coefficient (R-square) of the employee performance variable (Y) is 0.797, which means that 79.7% of employee performance is influenced by training, democratic leadership style, and work motivation, while 20.3% is influenced by other variables outside this study. In addition, the R-square value of the work motivation variable (Z) of 0.760 showed that 76% of work motivation was influenced by training and democratic leadership style, while 24% was influenced by other variables that were not studied.

Goodness of fit is measured by looking at the Q2 value to calculate the prediction accuracy of the research model. The equations used to assess Goodness of fit in this study are as follows.

$$Q2 = 1 - (1 - R1^2) \dots (1 - Rn^2)$$

$$Q2 = 1 - (1 - 0.797) (1 - 0.760)$$

$$Q2 = 1 - (0.203 \times 0.240)$$

$$Q2 = 0.951$$

Based on the calculation above, it can be seen that the Q2 value is $0.951 > 0$ so that the model used in this study has an excellent predictive relevance value.

The value of the path coefficient (t-value) is used to test the significance of a construct or latent variable through the estimation of the value of the path coefficient (t-value) obtained by bootstrapping procedure with a value that is considered significant if the p-value ≤ 0.05 . The test results are presented in Table 8.

Table 8.Path Coefficient and Path Analysis

Hypothesis	Variable Relationship	Original Sample (O)	P Values	Information
H1	Training (X1) -> Work Motivation (Z)	0,493	0,000	H1 accepted
H2	Democratic (X2) -> Work Motivation (Z)	0,428	0,000	H2 accepted
H3	Training (X1) -> Employee Performance (Y)	0,293	0,006	H3 accepted
H4	Democratic (X2) -> Employee Performance (Y)	0,273	0,001	H4 accepted
H5	Work Motivation (Z) -> Employee Performance (Y)	0,387	0,004	H5 accepted
H6	Training (X1) -> Work Motivation (Z) -> Employee Performance (Y)	0,191	0,025	H6 accepted
H7	Democratic (X2) -> Work Motivation (Z) -> Employee Performance (Y)	0,166	0,018	H7 accepted

Source: Primary data processed (2024)

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Based on the results of the bootstrapping analysis presented in Table 8, the results of hypothesis testing in this study can be described as follows.

a. Effect of Training (X_1) on Work Motivation (Z)

Table 8 shows that the value of the path coefficient obtained is positive, which is 0.493 with p -values = $0.000 < 0.05$ so that H1 is accepted. This shows that the training has a positive and significant effect on the work motivation of employees at the seafood restaurant in the Kedonganan Beach Culinary Area. Quality training can improve employees' skills, understanding, and readiness to carry out their duties, so that they feel more confident and motivated at work. These findings are in line with Goal Setting Theory, which emphasizes the importance of clear goals and challenges in increasing work motivation. The main indicators of training that affect work motivation include skill improvement, participants' suitability with training, and completeness of training materials that include aspects of management, communication, leadership, and work discipline. This research is in line with research conducted by Lestari et al., (2023); Lestari & Mayasari (2021); Pramana (2019); and Juliana (2020) who showed that training can increase employee competence and confidence, which ultimately contributes to increased work motivation.

b. The Influence of Democratic Leadership Style (X_2) on Work Motivation (Z)

Table 8 shows that the value of the path coefficient obtained is positive, which is 0.428 with p -values = $0.000 < 0.05$ so that H2 is accepted. This shows that democratic leadership style has a positive and significant effect on employee work motivation at seafood *restaurants* in the Kedonganan Beach Culinary Area. Leadership that values employees' potential, involves them in decision-making, and provides constructive feedback can create a supportive work environment and increase work motivation. In accordance with Goal Setting Theory, employee involvement in the decision-making process and rewards from leaders can increase a sense of belonging to work, which ultimately motivates them to work more optimally. The main indicators that support the influence of democratic leadership on work motivation are the appreciation of employees and the leader's ability to listen. These findings are in line with the research of Guntur & Daud (2021); Mahadewi & Netra (2020); Nugroho et al., (2018); (2019); and Mendrofa et al, (2021) which showed that democratic leadership styles increase employee confidence and appreciation, which has an impact on increasing work motivation.

c. The Effect of Training (X_1) on Employee Performance (Y)

Table 8 shows that the value of the path coefficient obtained is positive, which is 0.293 with p -values = $0.006 < 0.05$ so that H3 is accepted. This shows that training has a positive and significant effect on employee performance at seafood restaurants in the Kedonganan Beach Culinary Area. Training provides a better understanding of duties and responsibilities, which reduces work errors and improves the quality of work. Referring to Goal Setting Theory, training helps employees understand work goals more clearly and provides a basis for achieving targets more effectively. The main indicators of training that affect performance include skill improvement, completeness of training materials, and fulfilment of participant qualifications. In addition, responsibility and adherence to work instructions are the main aspects of performance that are affected by training. The results of this study are in line with Hendratmko's (2018) research; Panggabean et al., (2023); Pratiwi & Prasetya (2024); and Salsabila & Marginingsih (2024) which emphasized that training directly improves the competence and performance of workers

d. The Influence of Democratic Leadership Style (X_2) on Employee Performance (Y)

Table 8 shows that the value of the path coefficient obtained is positive, which is 0.273 with p -values = $0.001 < 0.05$ so that H4 is accepted. This shows that democratic leadership style has a positive and significant effect on employee performance at the seafood restaurant in the Kedonganan Beach Culinary Area. Leaders who reward employees and are willing to listen to their opinions can create a more conducive work environment and improve employee performance. Referring to Goal Setting Theory, employee involvement in goal setting and decision-making increases their responsibility and commitment to work, which has a positive impact on performance. The main indicators of democratic leadership that contribute to improved performance are the appreciation of employees and the leader's ability to listen, which is directly related to responsibility and adherence to work instructions. These findings are in line with the research of Sari & Kusuma (2024); Djunaedi & Gunawan (2018); Setiawan (2019); Izaak (2019); Effendy & Fitria (2020); and Saputra et al., (2021) who stated that a well-implemented democratic leadership style can encourage optimal improvement in employee performance

e. The Effect of Work Motivation (Z) on Employee Performance (Y)

Table 8 shows that the value of the path coefficient obtained is positive, which is 0.387 with p -values = $0.004 < 0.05$ so that H5 is accepted. This shows that work motivation has a positive and significant effect on employee performance at the seafood restaurant in the Kedonganan Beach Culinary Area. Strong work motivation encourages employees to be more

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committed to achieving goals and providing the best service. In accordance with Goal Setting Theory, clear and challenging work goals and effective feedback can increase employee motivation, which ultimately has a positive impact on performance. The main factors that drive work motivation in this study are a supportive work environment, clear direction from superiors, and cooperation between employees. In addition, responsibility and adherence to work instructions are the main aspects of performance that are influenced by work motivation. The results of this study are in line with the research of Sriyani et al., (2023); Antika et al., (2021); Rulianti et al., (2021); Goni et al., (2021); and Guterres et al., (2019) which showed that motivated employees tend to have higher performance and contribute more to the achievement of company goals.

f. The Role of Work Motivation (Z) Mediates the Influence of Training (X_1) on Employee Performance (Y)

Table 8 shows that the value of the path coefficient obtained is positive, which is 0.191 with $p\text{-values} = 0.025 < 0.05$ so that H6 is accepted. This shows that work motivation is able to mediate the influence of training on employee performance at seafood restaurants in the Kedonganan Beach Culinary Area. This means that indirectly training has a positive and significant effect on employee performance at seafood restaurants in the Kedonganan Beach Culinary Area through work motivation.

Well-designed training not only improves employees' skills and knowledge but also motivates them to work more effectively and productively, ultimately impacting on improved performance. Referring to goal setting theory, training helps employees set clearer work goals and increase intrinsic and extrinsic motivation, which then encourages them to apply the training results more optimally. The results of the questionnaire distribution showed that the main indicators of training, such as skill improvement, fulfilment of participant qualifications, and completeness of materials, contributed to employee work motivation which was reflected in increased responsibility and adherence to work instructions. In line with the research of Dewi et al. (2016) and Mochklas et al. (2023), these findings confirm that work motivation is an important link that directs employees to utilize their knowledge and skills, thereby improving overall performance.

g. The Role of Work Motivation (Z) Mediates the Influence of Democratic Leadership Style (X_2) on Employee Performance (Y)

Table 8 shows that the value of the path coefficient obtained is positive, which is 0.166 with $p\text{-values} = 0.018 < 0.05$ so that H7 is accepted. This shows that work motivation is able to mediate the influence of democratic leadership style on employee performance at the seafood restaurant in the Kedonganan Beach Culinary Area. This means that indirectly the democratic leadership style has a positive and significant effect on employee performance at the seafood restaurant in the Kedonganan Beach Culinary Area through work motivation.

Democratic leadership that involves employees in decision-making and acknowledging their contributions increases a sense of appreciation and responsibility, which ultimately motivates employees to work better and improve performance. Based on goal setting theory, democratic leadership creates a work environment that supports motivation by setting clear goals and providing active participation to employees. The results of the questionnaire showed that respect for employees and leaders' openness to feedback played an important role in increasing work motivation, which contributed to increased responsibility and adherence to work instructions. This finding is in line with the research of Nadeak et al. (2022), Widyawati (2020), and Sugianti & Mujiati (2022), which show that democratic leadership encourages employee work motivation, which then has an impact on improving their performance.

6. CONCLUSION AND SUGGESTION

This study concludes that training and democratic leadership style have a positive and significant effect on employee work motivation in seafood restaurants in the Kedonganan Beach culinary area. Good quality training increases employee motivation, as well as the implementation of an effective democratic leadership style. In addition, training and democratic leadership styles also have a direct impact on improving employee performance by providing a better understanding of tasks as well as creating a supportive work environment. Work motivation itself has a positive influence on employee performance, where the higher the work motivation, the better the performance produced. Furthermore, work motivation has been shown to mediate the relationship between training and employee performance, as well as between democratic leadership styles and employee performance, suggesting that work motivation is an important factor in improving performance through effective training and leadership.

This study provides some suggestions for seafood restaurants in the culinary area of Kedonganan Beach and future researchers. To improve the effectiveness of training, it is recommended to adopt participatory methods such as group discussions, case studies, and simulations, as well as improve the competence of trainers to make them more interactive and relevant to operational needs. In terms of democratic leadership, leaders are advised to be more active in interacting with employees, involving them in decision-making, as well as participating in open communication training and providing constructive feedback. To increase work

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motivation, it is necessary to improve the security of work facilities, direct communication related to work results, and appreciation for employee achievements. In addition, employee performance can be improved through technical and managerial skills training, regular performance monitoring, and continuous feedback. For future researchers, it is recommended to add other variables such as organizational culture, job satisfaction, and social support to expand the understanding of factors that affect employee performance, as well as conduct research in different locations so that the results can be generalized.

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