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The Influence Of Leadership Style And Work Environment On The Performance Of Gen Z Employees At Imadji Coffee Bali

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Abstract

This study aims to identify, examine, and analyze the influence of supervisors' leadership styles and the work environment on the performance of Gen Z employees at Imadji Kopi in Denpasar. A notable trend is the increasing number of Gen Z employees in the coffee shop industry, who possess characteristics distinct from previous generations, thereby requiring appropriate leadership approaches and work environments to optimize their performance. This study employed a quantitative method, utilizing a questionnaire distributed to Gen Z employees working at several Imadji Kopi locations in Denpasar. The data were analyzed using multiple linear regression to examine the influence of independent variables on the dependent variable. The results indicate that supervisors' leadership styles and the work environment have a positive and significant effect on Gen Z employees' performance. This confirms that implementing the appropriate leadership style and creating a conducive work environment can enhance overall employee performance.

Keywords: Leadership Style, Work Environment, Employee Performance, Generation Z, Imadji Kopi

INTRODUCTION

Employee performance is a critical factor in determining a company's success because the quality of human resources affects productivity, service quality, target

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achievement, and customer satisfaction. Low performance can hinder a company's growth, making effective human resource management essential (Paska et al., 2024).

The current workforce is increasingly dominated by Generation Z—individuals born between 1997 and 2012 who grew up amid the development of digital technology. Generation Z tends to be adaptable, creative, and open-minded, and values flexibility, open communication, a comfortable work environment, and opportunities for growth (Sunaryanto & Idrus, 2025). Companies need to align their human resource management practices with these characteristics, as a mismatch between the work environment and management styles can reduce employee motivation, loyalty, and performance (Yani & Saputra, 2023).

One factor that influences performance is leadership style. Leadership that provides direction, fosters communication, and motivates employees can boost morale, a sense of responsibility, and work productivity. Conversely, inappropriate leadership can reduce employee motivation and performance (Situmorang et al., 2021). For Generation Z, leaders who are communicative, open to feedback, and value employees' opinions tend to be a better fit for their characteristics.

In addition, the work environment which encompasses both physical and non-physical aspects also plays a role in creating comfort and supporting work effectiveness. A safe, comfortable, and conducive environment can boost employee morale, productivity, and work quality (Hantrisna, 2023). This is particularly important in the *food and beverage* industry, which demands speed, team coordination, and optimal customer service.

Imadji Coffee Denpasar is a *coffee shop* chain in Denpasar with four *locations*—Jempiring, Teuku Umar Barat, Yos Sudarso, and Living World Denpasar—and a total of 60 employees, according to the company's internal data from 2026. Since the majority of the workforce consists of Generation Z employees, leadership style and the work environment are crucial for supporting their performance.

Based on initial observations, several issues were identified, such as delays in starting work, suboptimal coordination during peak hours, errors in serving or delivering orders, and work instructions and communication that were not fully effective. Customer reviews also indicate errors in order retrieval at the *self-service* stations and complaints regarding the cashiers' friendliness. These conditions point to issues with attention to detail, coordination, communication, and service quality that may be related to leadership style and the work environment.

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Previous research has yielded inconsistent results. Vitaloka & Warsono (2026) and Putri (2026) found that leadership style has a positive and significant effect on performance, whereas Amylegi et al. (2026) and Tiku et al. (2025) found that leadership style has no significant effect. In the workplace, Wardani et al. (2026) and Putri (2026) found a positive and significant effect, while Amylegi et al. (2026) and Nikmah et al. (2022) found no significant effect. These differing results indicate a *research gap* that needs to be addressed.

This study focuses on Generation Z employees at Imadji Coffee Bali by analyzing the impact of leadership style and work environment on employee performance. The selection of the research subjects was based on the characteristics of the workforce and the high level of competition in the *coffee shop* industry in Bali.

Objectives

The objectives of this study are:

1. To determine the effect of leadership style on the performance of Generation Z employees at Imadji Coffee Bali.
2. To determine the effect of the work environment on the performance of Generation Z employees at Imadji Coffee Bali.
3. To determine the simultaneous influence of leadership style and work environment on the performance of Generation Z employees at Imadji Coffee Bali.

LITERATURE REVIEW

Conceptual Framework and Hypotheses

Based on the research questions and objectives described above, the researcher developed the following conceptual framework:

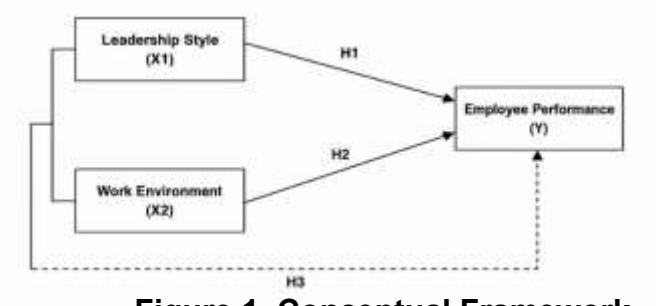


Figure 1. Conceptual Framework

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Based on the conceptual framework above, the hypotheses in this study are as follows:

H1: Leadership style has a positive effect on the performance of Generation Z employees at Imadji Coffee Bali.

H2: The work environment has a positive effect on the performance of Generation Z employees at Imadji Coffee Bali.

H3: Leadership style and work environment simultaneously have a positive effect on Generation Z employee performance at Imadji Coffee Bali.

Employee Performance

According to Mangkunegara (2020), performance refers to the quality and quantity of work achieved by employees in carrying out their duties in accordance with their assigned responsibilities. Hasibuan (2016) states that performance refers to the results achieved by employees in performing their work based on their abilities, experience, dedication, and time.

Kasmir (2016) explains that performance is influenced by various factors, such as ability, knowledge, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. According to Mangkunegara (2019), performance indicators include work quality, work quantity, responsibility, and cooperation. Robbins and Judge (2019) add timeliness, effectiveness, and independence.

Leadership Styles

According to Robbins and Judge (2019), leadership is a leader's ability to influence and guide subordinates to achieve organizational goals. Leadership style refers to the patterns of behavior that leaders use to influence their subordinates. Leadership styles can include authoritarian, democratic, *laissez-faire*, militaristic, paternalistic, and moralistic.

According to Reitz in Rahayu et al. (2017), leadership styles are influenced by the leader's personality, the characteristics of subordinates, tasks, organizational policies, the work environment, and the influence of coworkers. According to Rivai in Satria and Rahma (2023), indicators of leadership style include the ability to make decisions, motivate, communicate, manage subordinates, take responsibility, and control emotions.

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Work Environment

According to Sedarmayanti (2017), the work environment refers to the conditions surrounding the workplace that can influence employees as they perform their jobs. The work environment consists of physical and non-physical aspects. The physical environment encompasses the conditions of the workplace, while the non-physical environment relates to the relationships between supervisors and subordinates as well as among employees.

Riyadi and Onsardi (2023) state that the work environment consists of conditions that support a company's operational activities, while Marwanto and Hasyim (2023) explain that the work environment can influence employee performance. According to Sedarmayanti (2017), the work environment is influenced by lighting, temperature, humidity, air circulation, noise, facilities, and workplace relationships. A comfortable and conducive work environment can help employees work effectively and optimally.

RESEARCH METHOD

This study was conducted at Imadji Coffee in Denpasar, Bali, a business operating in the food and beverage sector. The study employed a quantitative approach to analyze the influence of leadership style and the work environment on the performance of Generation Z employees.

The study population consisted of all 58 Generation Z employees working at Imadji Coffee Bali. Total sampling was used, so all 58 members of the population served as respondents.

The data used were primary data obtained by distributing questionnaires to the respondents. The research instrument used a Likert scale with five response options: strongly disagree, disagree, undecided, agree, and strongly agree. The research variables consisted of leadership style (X1), work environment (X2), and employee performance (Y).

Instrument validation includes validity and reliability tests. Validity tests are used to determine the ability of items to measure the research variables, while reliability tests are used to assess the consistency of the instrument. An instrument is considered reliable if its Cronbach's Alpha value is greater than 0.60 (Sugiyono, 2023).

Data analysis was conducted using descriptive statistics and multiple linear regression with the aid of SPSS software. Before the regression analysis was performed, the data were tested using classical assumption tests, which included tests for normality,

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multicollinearity, autocorrelation, and heteroscedasticity (Ghozali, 2021). The multiple linear regression equation used is:

$$Y = \alpha + \beta1X1 + \beta2X2 + e$$

Notes:
Y : Employee Performance
α: Constant
β1, β2 : Regression coefficients
X1 : Leadership Style
X2 : Work Environment
e: Standard error

Hypothesis testing was conducted using a t-test to determine the partial effects of the independent variables and an F-test to determine the simultaneous effects of the independent variables on the dependent variable. The tests were conducted at a significance level of 5% or 0.05. The coefficient of determination was used to assess the ability of leadership style and work environment to explain variations in employee performance.

RESULTS

Respondent Characteristics

The characteristics of the respondents in this study are as follows:

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	30	50.00
	Female	30	50.00
Age	18–21 years	29	48.30
	22–25 years	24	40.00
	26–29 years old	7	11.70
Education	High School/Vocational High School	41	68.30
	Diploma	5	8.30
	Bachelor's Degree	12	20.00
	Other	2	3.30

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Years of Experience	< 1 year	17	28.30
	1–2 years	26	43.30
	> 2 years	17	28.30

Source: SPSS Version 27 Output (2026)

Based on Table 4.1, there were an equal number of male and female respondents, namely 30 each, or 50.00%. By age, the 18–21 age group was the largest, with 29 respondents or 48.30%, followed by the 22–25 age group with 24 respondents or 40.00%, and the 26–29 age group with 7 respondents or 11.70%. By educational background, the majority of respondents had a high school or vocational high school education (41 people, or 68.30%), followed by a bachelor's degree (12 people, or 20.00%), a diploma (5 people, or 8.30%), and other educational backgrounds (2 people, or 3.30%). Based on length of employment, the largest group of respondents had 1–2 years of work experience (26 people, or 43.30%), while those with less than 1 year and more than 2 years of work experience each numbered 17 people (28.30%).

Validity and Reliability Tests

The results of the validity and reliability tests in this study are as follows:

Table 2. Results of Validity and Reliability Tests

Variable	Item	Calculated r	Table r	Sig.	Cronbach's Alpha	Notes
Leadership Style (X1)	X1.1	0.890	0.254	0.000	0.978	Valid and Reliable
	X1.2	0.918	0.254	0.000		
	X1.3	0.888	0.254	0.000		
	X1.4	0.892	0.254	0.000		
	X1.5	0.904	0.254	0.000		
	X1.6	0.896	0.254	0.000		
	X1.7	0.932	0.254	0.000		
	X1.8	0.884	0.254	0.000		
	X1.9	0.902	0.254	0.000		
	X1.10	0.887	0.254	0.000		
	X1.11	0.886	0.254	0.000		
	X1.12	0.896	0.254	0.000		

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Work Environment (X2)	X2.1	0.890	0.254	0.000	0.979	Valid and Reliable
	X2.2	0.885	0.254	0.000		
	X2.3	0.906	0.254	0.000		
	X2.4	0.920	0.254	0.000		
	X2.5	0.904	0.254	0.000		
	X2.6	0.863	0.254	0.000		
	X2.7	0.920	0.254	0.000		
	X2.8	0.905	0.254	0.000		
	X2.9	0.927	0.254	0.000		
	X2.10	0.872	0.254	0.000		
	X2.11	0.899	0.254	0.000		
	X2.12	0.906	0.254	0.000		
Employee Performance (Y)	Y.1	0.906	0.254	0.000	0.979	Valid and Reliable
	Y.2	0.927	0.254	0.000		
	Y.3	0.932	0.254	0.000		
	Y.4	0.905	0.254	0.000		
	Y.5	0.892	0.254	0.000		
	Y.6	0.953	0.254	0.000		
	Y.7	0.904	0.254	0.000		
	Y.8	0.918	0.254	0.000		
	Y.9	0.933	0.254	0.000		
	Y.10	0.894	0.254	0.000		

Source: SPSS Version 27 Output (2026)

Based on Table 2, all items in the Leadership Style (X1), Work Environment (X2), and Employee Performance (Y) variables were deemed valid because the calculated r value was greater than the table r value and the Sig. value was less than 0.05. All three variables were also deemed reliable because the Cronbach's Alpha s were greater than 0.60. Therefore, all research instruments are suitable for use in further analysis.

Classical Assumption Tests

The classical assumption tests in this study consisted of tests for normality, multicollinearity, and heteroscedasticity. The results of the classical assumption tests in this study are as follows:

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1. Normality Test

The results of the normality test in this study are as follows:

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			60
Normal Parameters [a, b]	Mean		.0000000
	Standard Deviation		3.71537392
Most Extreme Differences	Absolute		.055
	Positive		.051
	Negative		-.055
Test Statistic			.055
Asymptotic Significance (2-tailed)[c]			.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.		.921
	99% Confidence Interval	Lower Bound	.914
		Upper Bound	.928

Source: SPSS Version 27 Output (2026)

Based on Table 3, the results of the normality test of the residuals using the One-Sample Kolmogorov-Smirnov Test show an Asymp. Sig. (2-tailed) value of 0.200. This value is greater than the significance level of 0.05, so the residuals in the regression model are considered to be normally distributed.

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2. Multicollinearity Test

The results of the normality test in this study are as follows:

Table 4. Multicollinearity Test

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-4.762	2.283		-2.086	.042		
	Leadership Style (X1)	.474	.052	.551	9.161	.000	.930	1,075
	Work Environment (X2)	.491	.051	.580	9,639	.000	.930	1,075
a. Dependent Variable: Employee Performance (Y)								

Source: SPSS Version 27 Output (2026)

Based on Table 4, the Tolerance value of 0.930 > 0.10 and the VIF value of 1.075 < 10.00 for both variables. Thus, the regression model does not exhibit multicollinearity.

3. Heteroscedasticity Test

The results of the heteroscedasticity test in this study are as follows:

Table 5. Heteroscedasticity Test

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.641	1.393		1,896	.063
	Leadership Style (X1)	-.021	.032	-.092	-.679	.500
	Work Environment (X2)	.029	.031	.127	.932	.356

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a. Dependent Variable: ABSRES

Source: SPSS Version 27 Output (2026)

Based on Table 5, the Sig. values for X1 and X2 are 0.500 and 0.356, respectively, both of which are > 0.05. Therefore, the regression model does not exhibit heteroscedasticity.

Multiple Linear Regression Analysis

The results of the multiple linear regression analysis in this study are as follows:

Table 6. Multiple Linear Regression Analysis

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-4.762	2.283		-2.086	.042		
	Leadership Style (X1)	.474	.052	.551	9.161	.000	.930	1,075
	Work Environment (X2)	.491	.051	.580	9,639	.000	.930	1,075
a. Dependent Variable: Employee Performance (Y)								

Source: SPSS Version 27 Output (2026)

Based on Table 6, the results of the multiple linear regression analysis can be expressed in the following regression equation:

Y = -4.762 + 0.474X1 + 0.491X2 + e

1. The constant (a) of -4.762 indicates that if Leadership Style (X1) and Work Environment (X2) are assumed to have a value of 0, then Employee Performance (Y) has a value of -4.762. This constant value is part of the regression equation and is not the primary focus of interpretation because the value 0 falls outside the measurement range of the research variables.
2. The regression coefficient for Leadership Style (X1), which is 0.474, indicates that Leadership Style has a positive effect on Employee Performance. A one-unit

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increase in Leadership Style will increase Employee Performance by 0.474 units, assuming the Work Environment remains constant.

3. The regression coefficient for Work Environment (X2), which is 0.491, indicates that Work Environment has a positive effect on Employee Performance. A one-unit increase in Work Environment will increase Employee Performance by 0.491 units, assuming Leadership Style remains constant.
4. A comparison of the regression coefficients shows that the Work Environment has a regression coefficient of 0.491, while Leadership Style has a coefficient of 0.474. These values indicate that the Work Environment has a relatively greater influence on Employee Performance than Leadership Style, based on the unstandardized regression coefficients.

t-Test

The results of the t-test in this study are as follows:

Table 7. t-Test

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-4.762	2.283		-2.086	.042		
	Leadership Style (X1)	.474	.052	.551	9.161	.000	.930	1,075
	Work Environment (X2)	.491	.051	.580	9,639	.000	.930	1,075
a. Dependent Variable: Employee Performance (Y)								

Source: SPSS Version 27 Output (2026)

Based on Table 7, Leadership Style (X1) has a calculated t-value of 9.161 with a significance level (Sig.) of 0.000 < 0.05, indicating a positive and significant effect on Employee Performance (Y). Work Environment (X2) has a calculated t-value of 9.639 with a significance level of 0.000 < 0.05, indicating that it also has a positive and significant effect on Employee Performance (Y). Thus, the better the leadership style

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and work environment, the higher the performance of Gen Z employees at IMADJI COFFEE Bali.

F-Test

The results of the F-test in this study are as follows:

Table 8. F-Test

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3435.164	2	1,717.582	120.209	.000[b]
	Residual	814,436	57	14,288		
	Total	4,249,600	59			
a. Dependent Variable: Employee Performance (Y)						
b. Predictors: (Constant), Work Environment (X2), Leadership Style (X1)						

Source: SPSS Version 27 Output (2026)

Based on Table 8, the results of the F-test (simultaneous) show that the calculated F-value is 120.209 with a Sig. value of 0.000. This significance value is less than 0.05, so it can be concluded that Leadership Style (X1) and Work Environment (X2) simultaneously have a significant effect on the Employee Performance (Y) of Gen Z at IMADJI COFFEE Bali. These results indicate that Leadership Style and Work Environment collectively have a significant effect on Employee Performance. Thus, the regression model used in this study is deemed appropriate for explaining the relationship between the independent variables and the dependent variable.

Analysis of the Coefficient of Determination

The results of the coefficient of determination analysis in this study are as follows:

Table 9. Analysis of the Coefficient of Determination

Model Summary[b]					
Model	R	R-Square	Adjusted R-Square	Standard Error of the Estimate	Durbin-Watson
1	.899[a]	.808	.802	3.780	2,035

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a. Predictors: (Constant), Work Environment (X2), Leadership Style (X1)
b. Dependent Variable: Employee Performance (Y)

Source: SPSS Version 27 Output (2026)

Based on Table 9, the results of the coefficient of determination analysis show an R-squared value of 0.808 and an adjusted R-squared value of 0.802. The R-squared value of 0.808 indicates that 80.8% of the variation in Employee Performance (Y) can be explained by the variables Leadership Style (X1) and Work Environment (X2) combined. Meanwhile, the Adjusted R-Square value of 0.802 indicates that, after adjusting for the number of independent variables and the sample size, 80.2% of the variation in Employee Performance can be explained by these two variables. The remaining 19.2% of the variation in Employee Performance is influenced by other factors not included in this research model. These results show that Leadership Style and Work Environment have a very strong ability to explain the variation in Gen Z Employee Performance at IMADJI COFFEE Bali.

DISCUSSION

The Effect of Leadership Style on the Performance of Gen Z Employees at IMADJI COFFEE Bali

Based on the research results, Leadership Style (X1) has a positive and significant effect on the performance (Y) of Gen Z employees at IMADJI COFFEE Bali, with a t-value of 9.161, Sig. 0.000 < 0.05, and a regression coefficient of 0.474. This means that the better the leadership style, the higher the employee performance. The average Leadership Style score of 2.99 falls into the moderate category, indicating that improvements in leadership direction, motivation, communication, supervision, and exemplary behavior are still needed. These results align with Organizational Behavior Theory, which explains that leadership behavior can influence employees' attitudes and behaviors in achieving organizational goals. These research findings are consistent with those of Vitaloka & Warsono (2026), Putri (2026), and Tarlih & Hendratmoko (2026), which show that leadership style has a positive and significant effect on employee performance. Thus, a good leadership style can encourage Gen Z employees to improve the quality of their work, meet targets, complete tasks on time, and work effectively.

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The Impact of the Work Environment on the Performance of Gen Z Employees at IMADJI COFFEE Bali

Based on the research findings, the Work Environment (X2) has a positive and significant effect on the Performance (Y) of Gen Z employees at IMADJI COFFEE Bali, with a t-value of 9.639, Sig. 0.000 < 0.05, and a regression coefficient of 0.491. This means that the better the work environment, the higher the employee performance. The average Work Environment score of 2.98 falls into the moderate category, indicating that improvements in comfort, facilities, work relationships, and teamwork are still needed. These results align with Organizational Behavior Theory, which explains that organizational environmental conditions can influence individual behavior and performance. These findings are consistent with those of Vitaloka & Warsono (2026) and Putri (2026), who demonstrated that the work environment has a positive and significant effect on employee performance; however, they differ from the findings of Nikmah et al. (2022), who found that the work environment does not affect employee performance. This discrepancy suggests that the influence of the work environment may vary depending on the characteristics of the organization and the respondents. Thus, a comfortable and conducive work environment can support Gen Z employees in working effectively and productively.

The Simultaneous Effects of Leadership Style and Work Environment on the Performance of Gen Z Employees at IMADJI COFFEE Bali

Based on the research results, Leadership Style (X1) and Work Environment (X2) simultaneously have a positive and significant effect on Employee Performance (Y), with a calculated F-value of 120.209 and a significance level of 0.000 < 0.05. The R-squared value of 0.808 indicates that 80.8% of the variation in Employee Performance can be explained by Leadership Style and Work Environment, while 19.2% is explained by other factors outside the model. These results are consistent with Organizational Behavior Theory, which explains that employee behavior and performance are influenced by the interaction between individuals and the organizational environment. These findings are consistent with those of Vitaloka & Warsono (2026) and Putri (2026), but differ from those of Amylegi et al. (2026), who found that leadership style and work environment did not have a significant effect on performance. These differences may be influenced by the characteristics of the organization and the respondents. Thus, an effective leadership style and a conducive work environment can collectively improve the performance of Gen Z employees at IMADJI COFFEE Bali.

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CONCLUSION

Based on the results of a study on the Effect of Leadership Style and Work Environment on Gen Z Employee Performance at IMADJI COFFEE Bali, it can be concluded that leadership style has a positive and significant effect on employee performance, with a t-value of 9.161, Sig. 0.000 < 0.05, and a regression coefficient of 0.474. The work environment also has a positive and significant effect on employee performance, with a t-value of 9.639, Sig. 0.000 < 0.05, and a regression coefficient of 0.491. Simultaneously, leadership style and work environment have a positive and significant effect on employee performance at , with a calculated F-value of 120.209 and Sig. 0.000 < 0.05. The R-squared value of 0.808 indicates that these two variables account for 80.8% of the variation in employee performance, while the remaining 19.2% is influenced by other factors outside the research model.

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