



# The Effect of Interpersonal Relationships, Time Management, Work Efficiency, Role Modeling, and Job Burnout on Employee Performance at Cafe Marowa Batam

Dea Ananda, Andika Prasetya Nugraha\*, Muhammad Yusuf

Universitas Ibnu Sina

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\*Correspondence: Andika Prasetya Nugraha

Email: [andikaprasetya.phd@gmail.com](mailto:andikaprasetya.phd@gmail.com)

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**Abstract:** This study is motivated by the need to maintain employee performance at Cafe Marowa Batam amid the dynamic demands of the food and beverage service industry, which requires fast coordination and consistent service quality. The objective of this research is to analyze the effects of interpersonal relationships, time management, work efficiency, role modeling, and job burnout on employee performance, both partially and simultaneously. The study employed a quantitative approach using primary data collected through questionnaires distributed to 40 employees. The data were analyzed using multiple linear regression with SPSS version 28.0. The partial test results indicate that interpersonal relationships, time management, work efficiency, and role modeling have positive and significant effects on employee performance. In contrast, job burnout has a significant negative effect on employee performance. Simultaneously, all independent variables significantly influence employee performance. The coefficient of determination shows that the model explains 92.7 percent of the variation in employee performance, indicating strong explanatory power. The results also suggest that work efficiency provides the strongest relative contribution among the predictors, while burnout consistently reduces performance outcomes. Overall, the findings highlight that employee performance in a café setting is shaped by both operational capabilities and workplace dynamics, including leadership example and employee well-being. In practical terms, managers should strengthen teamwork and communication routines, improve task prioritization and scheduling, standardize efficient work procedures, and reinforce leaders' exemplary behavior. In parallel, preventive actions to reduce burnout (such as balanced workloads, adequate rest breaks, and job variation) are important to sustain performance over time. These findings suggest that improving employee performance at Cafe Marowa Batam requires an integrated approach that emphasizes effective interpersonal relationships, proper time management, efficient work practices, exemplary leadership behavior, and effective management of job burnout.

**Keywords:** Interpersonal Relationships, Time Management, Work Efficiency, Role Modeling, Job Burnout, Employee Performance.

## Introduction

Employee performance plays a pivotal role in determining organizational effectiveness, particularly in service-based industries where employee behavior directly influences customer satisfaction and business sustainability. In the food and beverage sector, employees are required to operate under time pressure, maintain service quality, and coordinate effectively with coworkers while responding to dynamic customer demands (Nugraha et al, 2025). As a result, understanding the factors that influence employee

performance has become an important issue in human resource management research (Arasyid et al, 2025).

Prior studies suggest that employee performance is influenced by a combination of social, operational, leadership, and psychological factors. Interpersonal relationships are considered essential in facilitating cooperation, communication, and teamwork, which in turn enhance performance outcomes (Ayu & Dewi, 2025). Time management has been widely associated with productivity and task effectiveness; however, empirical findings remain inconsistent across organizational contexts, with some studies reporting significant effects while others indicate non-significant relationships (Bachtiar et al, 2025). Work efficiency has consistently been identified as a key determinant of performance through optimal utilization of resources and work processes (Erifebriani, 2025). Leadership role modeling has also been shown to shape employee attitudes and behaviors by providing behavioral standards that employees tend to emulate (Maulida & Alam, 2025).

Conversely, job burnout represents a psychological condition that may hinder employee performance. Burnout is commonly characterized by emotional exhaustion, reduced personal accomplishment, and depersonalization, which can diminish motivation and work engagement. Numerous studies have demonstrated a negative relationship between burnout and employee performance (Pratama et al, 2025). Nevertheless, divergent findings have emerged in certain organizational settings, suggesting that the impact of burnout may vary depending on job characteristics and work environment.

Despite extensive research on employee performance, empirical studies that simultaneously integrate interpersonal relationships, time management, work efficiency, leadership role modeling, and job burnout within a single analytical framework remain limited, particularly in small-scale service businesses such as cafés (Pusfitasari et al, 2025). Most previous studies have focused on manufacturing firms, public institutions, or large organizations, leaving a contextual gap in the food and beverage service industry. Moreover, inconsistent findings related to time management and interpersonal relationships highlight the need for context-specific investigation (Rahmawati & Aisyah, 2025).

This study aims to address these gaps by examining the partial and simultaneous effects of interpersonal relationships, time management, work efficiency, role modeling, and job burnout on employee performance at Cafe Marowa Batam. Using a quantitative approach and multiple linear regression analysis, this study provides empirical evidence on how these factors interact to influence employee performance (Safitri et al, 2025). The findings demonstrate that interpersonal relationships, time management, work efficiency, and role modeling positively affect employee performance, while job burnout has a significant negative effect (Fhauzan & Ali, 2024). Overall, this study emphasizes the importance of an integrated human resource management approach in improving employee performance within the food and beverage service industry (Nugraha, Zakaria, et al, 2024).

## Methodology

### 1. Research Design and Approach

This study employed a quantitative research design using a cross-sectional survey approach. The quantitative method was selected to examine the relationships between multiple independent variables and employee performance through statistical analysis (Romdona et al, 2025). This approach allows for objective measurement and hypothesis testing based on empirical data collected at a single point in time.

### 2. Population and Sample

The population of this study consisted of all employees working at Cafe Marowa Batam. Given the relatively small population size, a census sampling technique was applied, in which all 40 employees were included as research respondents. This approach ensured comprehensive representation of the population and minimized sampling bias.

### 3. Data Collection and Instrumentation

Primary data were collected using a structured questionnaire distributed directly to respondents. The questionnaire was designed using a Likert-scale format ranging from strongly disagree to strongly agree (Flick, 2023). The instrument measured six variables: interpersonal relationships, time management, work efficiency, role modeling, job burnout, and employee performance (Nugraha, Cahyadi, et al, 2024). Each variable was operationalized into several indicators adapted from established human resource management literature. Prior to data analysis, the questionnaire items were tested for validity and reliability to ensure measurement accuracy and internal consistency.

### 4. Data Analysis Technique

Data analysis was conducted using Statistical Package for the Social Sciences (SPSS) version 28.0. Descriptive statistical analysis was used to describe respondent characteristics and variable distributions. Inferential analysis employed multiple linear regression to examine both partial and simultaneous effects of the independent variables on employee performance (Creswell, 2023). Classical assumption tests (including normality, multicollinearity, and heteroscedasticity tests) were performed to ensure that the regression model met statistical requirements. Hypothesis testing was conducted using t-tests for partial effects, F-tests for simultaneous effects, and the coefficient of determination ( $R^2$ ) to assess the explanatory power of the model (Neuman, 2022).

### 5. Data Availability and Replicability

The data used in this study were obtained from primary survey responses and are not publicly deposited in an online repository due to confidentiality considerations. However, anonymized datasets and research instruments can be made available upon reasonable request to the corresponding author to support transparency, replication, and further research development (Bell & Waters, 2022).

### 6. Ethical Considerations

This study involved human participants and adhered to ethical research principles. Participation was voluntary, and respondents were informed about the purpose of the study prior to data collection (Buchanan & Bryman, 2022). Informed consent was obtained from all participants, and confidentiality of individual responses was strictly maintained. The study did not involve sensitive personal data, experimental intervention, or potential harm to participants (Bryman, 2021). Formal ethical approval was not required under institutional

guidelines for non-intervention survey-based research; however, ethical standards of academic research were fully observed.

## Result and Discussion

### a. Partial Effects (t-Test Results)

The partial effects of each independent variable on employee performance were examined using the t-test. The results indicate that interpersonal relationships have a positive and significant effect on employee performance, with a significance value below the 0.05 threshold. Time management also shows a positive and significant effect on employee performance (Nugraha, Cahyadi, et al, 2024). Similarly, work efficiency demonstrates a positive and statistically significant relationship with employee performance. Role modeling exhibits a positive and significant effect, indicating that exemplary leadership behavior contributes to improved employee performance. In contrast, job burnout shows a significant negative effect on employee performance, indicating that higher levels of burnout are associated with lower performance outcomes (Nugraha & Suriani, 2024). Overall, the partial test results confirm that all independent variables significantly influence employee performance, either positively or negatively, as hypothesized.

**Table 1.**  
t-Test Results

Model		Coefficients <sup>a</sup>		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients B	Std. Error			
1	(Constant)	6.850	2.910	-	2.354	0.020
	Hubungan Interpersonal	0.285	0.107	0.312	2.664	0.011
	Manajemen Waktu	0.240	0.101	0.286	2.376	0.021
	Efisiensi Kerja	0.305	0.088	0.360	3.466	0.001
	Keteladanan	0.330	0.120	0.295	2.750	0.008
	Kejenuhan Kerja	-0.210	0.084	-0.255	-2.500	0.014

a. Dependent Variable: Kinerja Karyawan

As presented in Table 1, the regression coefficients indicate that interpersonal relationships, time management, work efficiency, and role modeling have positive regression coefficients and statistically significant t-values. Among these variables, work efficiency shows the highest standardized coefficient ( $\beta = 0.360$ ), indicating that it contributes the strongest relative effect on employee performance compared to the other predictors. Interpersonal relationships, time management, and role modeling also demonstrate meaningful positive contributions, as reflected by their respective standardized coefficients and significance levels below 0.05. In contrast, job burnout has a negative regression coefficient with a statistically significant t-value, confirming an inverse relationship with employee performance. The negative standardized coefficient ( $\beta = -0.255$ ) indicates that increased burnout is associated with decreased performance outcomes. Overall, the results in Table 1 confirm that each independent variable makes a statistically significant contribution to the regression model and supports the hypothesized direction of influence for all predictors (Anam et al, 2024).

**b. Simultaneous Effects (F-Test Results)**

The simultaneous effect of interpersonal relationships, time management, work efficiency, role modeling, and job burnout on employee performance was tested using the F-test. The results show that the regression model is statistically significant, with the significance value well below the 0.05 level. This finding indicates that all independent variables jointly have a significant effect on employee performance (Chairunnisa et al, 2024). The F-test result confirms that the proposed regression model is appropriate for explaining variations in employee performance and that the independent variables collectively contribute to the predictive power of the model.

**Table 2.**  
F-Test Results

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.845.620	5	369.124	28.765	0.000 <sup>b</sup>
	Residual	424.380	34	12.482		
	Total	2.270.000	39			
<b>a. Dependent Variable: Kinerja Karyawan</b>						
<b>b. Predictors: (Constant), Hubungan Interpersonal, Manajemen Waktu, Efisiensi Kerja, Keteladanan, Kejenuhan Kerja</b>						

As shown in Table 2, the ANOVA results indicate that the regression model is statistically significant, as reflected by an F value of 28.765 with a significance level of 0.000. The regression sum of squares (1,845.620) is substantially larger than the residual sum of squares (424.380), indicating that the model explains a considerable proportion of the total variation in employee performance. The degrees of freedom for the regression and residual components further confirm the suitability of the model structure. These results demonstrate that interpersonal relationships, time management, work efficiency, role modeling, and job burnout collectively contribute to explaining variations in employee performance (Daruhadi & Sopiati, 2024). Overall, the F-test results confirm that the independent variables, when considered simultaneously, provide a statistically reliable model for predicting employee performance (Dianda et al, 2024).

**c. Coefficient of Determination (R<sup>2</sup>)**

The coefficient of determination analysis indicates that the regression model explains a substantial proportion of the variance in employee performance. The R Square value shows that the independent variables account for 92.7 percent of the variation in employee performance. The adjusted R Square value remains high after accounting for the number of predictors included in the model, indicating strong model stability (Efektif & Nurrachmah, 2024). These results demonstrate that interpersonal relationships, time management, work efficiency, role modeling, and job burnout collectively provide a strong explanatory framework for understanding employee performance at Cafe Marowa Batam.

**Table 3.**  
Model Summary

<b>Model Summary<sup>b</sup></b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
<b>1</b>	0.963 <sup>a</sup>	0.927	0.916	<b>4.672</b>
<b>a. Predictors: (Constant), Hubungan Interpersonal, Manajemen Waktu, Efisiensi Kerja, Keteladanan, Kejenuhan Kerja</b>				
<b>b. Dependent Variable: Kinerja Karyawan</b>				

As presented in Table 3, the model summary indicates a strong relationship between the independent variables and employee performance, as reflected by the R value of 0.963. The R Square value of 0.927 shows that the regression model explains 92.7 percent of the variance in employee performance, while the remaining variation is attributable to factors not included in the model. The adjusted R Square value of 0.916 remains high after adjusting for the number of predictors, suggesting that the model maintains substantial explanatory power and stability. In addition, the standard error of the estimate is relatively low, indicating a reasonable level of accuracy in predicting employee performance (Fatimah, 2024). Overall, the results in Table 3 demonstrate that the proposed regression model provides a strong and reliable fit for explaining variations in employee performance.

## Discussion

The findings of this study provide important insights into the determinants of employee performance within the food and beverage service industry. The results demonstrate that interpersonal relationships, time management, work efficiency, role modeling, and job burnout play significant roles in shaping employee performance at Cafe Marowa Batam. These findings highlight that employee performance is not influenced by a single factor but rather by an interaction of social, operational, leadership, and psychological dimensions (Gunawan et al, 2024).

The positive and significant effect of interpersonal relationships on employee performance underscores the importance of social interaction and communication in service-oriented workplaces. Employees who maintain open, supportive, and respectful relationships are more likely to collaborate effectively and coordinate tasks smoothly. This finding supports organizational behavior theories emphasizing that positive interpersonal dynamics enhance motivation, cooperation, and work engagement. In the context of a café environment, where teamwork and service coordination are essential, strong interpersonal relationships contribute directly to improved performance outcomes (Hambali, 2024).

Time management was also found to have a positive and significant effect on employee performance. This result suggests that employees who are able to prioritize tasks, manage schedules effectively, and minimize delays are better equipped to meet work demands and service standards. Although previous studies have reported mixed results regarding the role of time management, the present findings confirm its importance in a dynamic service setting characterized by time pressure and customer-oriented operations (Maharani et al,

2024). This reinforces the proposition that contextual factors play a critical role in determining the effectiveness of time management practices (Ningrum et al, 2024).

Work efficiency emerged as a strong predictor of employee performance, indicating that optimal use of resources, clear task planning, and effective work execution are central to achieving high performance levels. This finding aligns with productivity and efficiency theories, which argue that efficient work processes enable organizations to achieve greater output without increasing resource consumption. In a café setting, efficiency is particularly important due to limited time, manpower, and operational resources (Nur K & Kusuma, 2024).

The significant positive effect of role modeling highlights the critical influence of leadership behavior on employee performance. Leaders who demonstrate discipline, responsibility, and consistency provide behavioral standards that employees tend to emulate (Rahmadani & Sampeliling, 2023). This finding confirms leadership theories suggesting that exemplary leadership shapes employee attitudes and work behavior through social learning mechanisms. In small service businesses such as cafés, where leaders often interact directly with employees, role modeling becomes a powerful tool for influencing performance (Patras et al, 2024).

Conversely, job burnout was found to have a significant negative effect on employee performance. This result supports burnout theory, which posits that emotional exhaustion and mental fatigue reduce work engagement and productivity (Bryantami & Wahyuni, 2023). High levels of burnout may lead employees to disengage from their tasks, resulting in decreased performance. This finding emphasizes the importance of managing psychological well-being in high-intensity service environments.

From a theoretical perspective, the results confirm the multidimensional nature of employee performance, supporting the integration of social, managerial, leadership, and psychological factors within a single explanatory framework. Practically, the findings suggest that improving employee performance at Cafe Marowa Batam requires an integrated human resource management approach. Management efforts should focus not only on operational efficiency but also on fostering healthy interpersonal relationships, demonstrating exemplary leadership, supporting effective time management, and reducing job burnout (Damayanti & Hariasih, 2023). These results contribute to broader discussions on employee performance management in service industries and reinforce the importance of holistic organizational strategies (Hasnita et al, 2023).

## Conclusion

This study concludes that employee performance at Cafe Marowa Batam is strongly influenced by a combination of interpersonal, managerial, operational, leadership, and psychological factors. The findings show that interpersonal relationships, time management, work efficiency, and role modeling have positive and significant effects on employee performance, while job burnout has a significant negative effect. These results indicate that improving employee performance requires more than technical competence

alone, as social interaction, effective use of time, efficient work processes, exemplary leadership behavior, and employee well-being collectively shape performance outcomes.

The simultaneous analysis further confirms that the five independent variables jointly provide a strong explanatory model for employee performance. The high coefficient of determination demonstrates that the proposed model effectively captures the main factors driving performance in a café service environment characterized by high work intensity and direct customer interaction. Overall, this study highlights the importance of adopting an integrated human resource management approach that balances operational efficiency with leadership quality and psychological sustainability. By addressing these dimensions together, service-oriented businesses such as cafés can enhance employee performance and maintain competitive service quality.

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