

Original Research

Influence Of Leadership Style, Motivation, And Work Discipline On Employee Performance at Hotel Dharma Bali

Ni Kadek Intan Mariani

Warmadewa University, Denpasar, Indonesia

Article Info

Article History:
Received:
24 April 2024

Accepted:
31 May 2024

Keywords:

Leadership
Style,
Motivation,
Work Discipline,
Employee
Performance

Abstract

Introduction: The purpose of this study was to evaluate the impact of leadership style, motivation, and work discipline on employee performance at Hotel Dharma Bali, either partially or simultaneously. In this study, 50 employees at Hotel Dharma Bali were used as respondents and primary data was obtained by filling out a questionnaire.

Methods: The research method uses Multiple regression analysis with SPSS software program.

Results: The results showed that partially, leadership style, motivation, and work discipline have a positive influence on employee performance, which is indicated by the t value which is greater than t table. In addition, simultaneously, there is a positive and significant influence between leadership style, motivation, and work discipline on employee performance at the Tugu Bali Hotel, which is indicated by the calculated F value which is greater than the F table. The variable contribution in this study reached 66.7%, while the rest was contributed by other factors not explained in this study.

Conclusions: It is hoped that suggestions can be made so that further research can add more variables and expand the scope of this study to provide a more comprehensive and actionable view.

*Corresponding Author:

email: mariani_intan@gmail.com

INTRODUCTIONS

Employee work performance can be measured through their performance, which is in the form of final results that will be compared with work achievement targets that have been predetermined by the company. Employee performance includes maximum results in terms of quality and quantity, and is responsible for the work provided by the company (Mangkunegara, 2018: 04).

One of the hotels in Bali is Tugu Bali Hotel which operates in the Canggu area. Hotel Dharma Bali is a unique and antique hotel that has many historical items in it, has a romantic impression in the royal era and attracts tourists to feel staying in the royal era,

The employee performance factors, among others, can be seen based on the leadership style, motivation given and work discipline of an employee at Tugu Bali Hotel to improve human resources, in order to get the targets that have been determined by the company to prosper employees at Tugu Bali Hotel.

One proof of performance appraisal is reviews or feedback provided by guests. In the digital era, feedback is not only in the form of guest comment cards, but guests can also provide feedback digitally and openly through TripAdvisor booking.com. Feedback or feedback of Tugu Bali Hotel in 2020 – 2021 is shown in table 1 as follows:

Table 1. Guest Comment on Tripadvisor

No	Guest Account	Traveller Rating	Comment	Date Reviewed
1.	481gungw	*****	" Thank you to all the staff that made our stay amazing once again. Breakfast on the rooftop early morning was spectacular as we checked the waves before surfing. My kids were so happy! Surf right outside the front door. Ji restaurant for sunset and to die for cocktails and sushi. Had the mantra massage that I wished never ended."	July 2020
2.	stephedgell	*****	" This was the only place we stayed at that made me feel I had stepped back in time to the beauty that had always taken me to Bali Everything was beautiful, the grounds, the villas, the food and the staff were exceptional.. would only stay here on	September 2020

my return visits from now on ♥□"

- | | | | | |
|----|------------------|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 3. | Veritas-
2146 | *** | <i>" Strange design with all antique furniture and appliances . Room very poor in lighting , bad internet , and bad TV connection. The feeling is to be in an old place and not a comfy hotel. The staff was kind and pleasant and the Japanese food was very good . Noisy place with motorbikes noise and construction noise nearby."</i> | May
2021 |
|----|------------------|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|

Based on some feedback during 2020 – 2021 account atas name 481gungw, july 2020 with star ***** stated "Thank you to all the staff who made our stay amazing. Breakfast on the rooftop was spectacular as we checked the waves before surfing. Ji's restaurant for sunset to enjoy cocktails and sushi, My kids were so happy! I hope it never ends." Stephedgell, September 2020 stated "This was the only place we stayed that made me feel like I had stepped back in time to the beauty that always brought me to Bali Everything is beautiful, the villa grounds, food and staff are amazing. I will visit again from another time" Veritas-2146, May 2021 states " Strange design with all antique furniture and appliances. Rooms are very bad in cleanliness, bad internet, and poor TV connection. The feeling of being in an old place and not a comfortable hotel. The staff is not good and the Japanese food is very good. Noisy place with motorcycle noise and construction noise nearby"

In mid-2020 Hotel Dharma Bali received very good comments from guests who stayed with a *Traveler*

*Rating (*****)* or *score* of 5, where guests felt happy staying at Hotel Dharma Bali, both in terms of comfort, design, and service, which shows the performance applied is very good. However, at the beginning of 2021, Hotel Dharma Bali, received unfavorable comments from guests who stayed with a *Traveler Rating (***)* *score* of 3. Where the service provided is not satisfactory. It can be seen that there is a decrease in the performance of employees, there are still many employees who work not optimally. Based on the results of interviews conducted with employees at Tugu Hotel Bali, many employees said they were not enthusiastic about working for various reasons. One of them is because the leadership style is less objective, discipline is less than optimal, and welfare is not balanced with what employees do so that there is a lack of motivation at work.

According to Rosalina & Wati (2020), an important factor that affects employee performance is the leadership style in the company. Leadership style is a standard used by a leader to influence subordinates and obtain goals. (Rivai,

2014:42). Before choosing the most appropriate leadership style to apply, a leader must consider the situation and conditions in the company, such as the system used and the targets to be achieved (Ahmad & Thamrin, 2021). Leadership style is closely related to company performance and success, A number of studies, such as those conducted by Zulmi E Hanafia Basri O.S (2017), Yuyun Indah Suwarni (2020), and Gede Prawira & Made Subudi (2013), show that leadership style

positively affects employee performance. However, another study conducted by Panjaitan (2017) obtained other results, namely leadership style negatively affects employee performance. So there are consistent conclusions from the research conducted on the relationship between leadership style and employee performance. Based on Observations at Tugu Bali Hotel the leadership style applied is the Autocratic leadership style presented in table 2 below:

Table 2. Characteristics and Problems that Have Occurred at Tugu Bali Hotel

		Problems
No	Features	What's Happened
1	The key information resides in the leader, telling only subordinates what they need to know.	The case at the event that exists every Thursday at the Tugu Bali Hotel, where the department in charge has prepared a set up for guests with directions informed in advance by the superior, but the superior does not confirm that there is a change in guest setup that will come to the department on duty, so it must make repairs again in accordance with the direction of the superior and make the situation a little not optimal.
2	Leaders also only focus on improving employee performance without paying attention to the welfare and feelings of their employees.	
3	The leader places high demands on subordinates and asks subordinates to obey what they decide.	
4	Create strict rules, procedures and policies that subordinates must adhere to. They then communicate it to subordinates to understand and execute.	

Based on Table 2, it can be seen that the leadership makes employees a little less excited, so what is manifested is the attitude of lack of motivation and employee work discipline in carrying out the tasks given, so management

must pay attention to the right leadership style to direct employees to carry out tasks comfortably and motivated to provide the best for a hotel.

Other factors that are considered to affect employee performance include

motivation. Motivation itself is a simple thing, because in general people tend to be encouraged to behave in a certain way, the basis for motivating is to know . Table 3 shows some of the types of motivation obtained by each employee.

what is needed and use it as a reference to provide incentives in order to trigger motivation in someone. Motivation can be both Financial and Non-Financial

Table 3. Types of Financial and Non-Financial Motivation at Tugu Bali Hotel

Types of Motivation		Information
Financial Motivation	Bonus	If the company can achieve sales targets or exceed them, employees will get additional bonuses beyond the basic salary
	Holiday Allowance (THR)	Holiday allowance will be provided within one year after 12 months of employment
	Old Age Allowance	Old age benefits are usually given to staff such as BPJS Kesehatan
	Training	Improve work performance and increase motivation to develop skills at work
Motivation Non Financial	Facilities	Complementary facilities that support all activities so that they can be carried out easily
	Promotion	Promotion can be achieved by anyone with work achievements owned by each employee

Based on table 3, it is known that work motivation is in accordance with standards. However, from observations seen from the financial and non-financial motivations of Tugu Bali Hotel that the increase in salary every year does not increase significantly and sometimes there are not many facilities, this factor is one of the causes of employee performance at Tugu Bali Hotel which is less than optimal. Work discipline can also affect employee performance. Work discipline

is an attitude of respect and compliance with applicable regulations, as well as a willingness to accept sanctions for violations of duties and authorities given. Hasibuan (2016) states that discipline is a person's awareness to obey all applicable social rules and norms. Mental attitudes are reflected in the actions or behaviors of individuals or groups that are manifested by the observance of rules, morals, norms and rules applicable to the achievement of certain goals. The work discipline of employees at Tugu Hotel Bali, among

others, can be seen from the attendance

rate as shown in table 4

Table 4. Employee Attendance Data at Hotel Dharma Bali

No	Moon	Employee	Number of Working Days	Number of Days Work Should	Number of Days Work What's Missing	Number of Days Work Current	Attendance Presentation
1	Nov, 2021	50	15	750	0	750	0.00%
2	Dec, 2021	50	15	750	0	750	0.00%
3	Jan, 2022	50	15	750	0	750	0.00%
4	Feb, 2022	50	15	750	0	750	0.00%
5	Mar, 2022	50	20	1000	2	998	10.00%
6	Apr, 2022	50	26	1300	1	1299	3.85%
7	May, 2022	50	27	1350	9	1341	33.33%
8	Jun, 2022	50	26	1300	5	1295	19.23%
9	July, 2022	50	27	1350	5	1345	18.52%
10	Aug, 2022	50	27	1350	6	1364	22.22%
11	Sept, 2022	50	26	1300	5	1295	19.23%
12	Oct, 2022	50	27	1350	4	1346	14.81%
13	Nov, 2022	50	26	1300	4	1296	15.38%
	Sum	650	292	14600	41	14579	156.58%
	Average	50.00	22.46	1123.08	3.15	1121.46	12.04%

Based on Table 4 depicting in the year 2021-2022 has been determined, but not all working days can be attended by all employees, some of the employees who are absent from work 2-4 days of work absence. Because there are alpha information, sickness and religious holidays, the total expected working days should be carried out by each employee. The results of employee working days from November 2021 to November 2022 showed that employee discipline showed an average result of 12.04%. Where August has the highest

attendance rate with a percentage value of 33.33%.

Other problems related to work discipline that occur at Tugu Bali Hotel according to observations made include: Less optimal at work, there are still employees who forget to wear or carry work attributes such as *nametags*, long hair and for women who do not wear hairnet or not in cepol so that it looks not neat and clean, this can reflect the lack of work discipline that occurs in Tugu Bali Hotel employees.

Based on the background that has been described, the author tries to make a study entitled "The Influence of

METHODS

In this research, data was collected through various methods such as questionnaires, interviews, observations, and documentation. Sampling using saturated samples, where the population of all employees of Tugu Bali Hotel amounted to 50 people. After the data is collected, a series of tests such as instrument tests, and classical assumptions such as

a. Validity Test Results

Leadership Style, Motivation, and Work Discipline on Employee Performance at Tugu Bali Hotel.

normality, multicollinearity, and heteroscedasticity tests are performed. After all tests are completed, multiple linear regression analysis is carried out to test the proposed hypothesis.

RESULTS

The data collected through the questionnaire came from respondents tested using research instrument tests with detailed results as follows:

1) Test Research Instruments

Table 5. Variable Validity Test Results

Variable	Code Indicators	Corrected Item	Ket
Employee performance	Y1.1	0,725	Valid
	Y1.2	0,757	Valid
	Y1.3	0,684	Valid
	Y1.4	0,678	Valid
	Y1.5	0,633	Valid
	Y1.6	0,696	Valid
Leadership style	X1.1	0,837	Valid
	X1.2	0,813	Valid
	X1.3	0,807	Valid
	X1.4	0,845	Valid
	X1.5	0,822	Valid
Motivation	X2.1	0,843	Valid
	X2.2	0,744	Valid
	X2.3	0,824	Valid
	X2.4	0,846	Valid
	X2.5	0,674	Valid
Work discipline	X3.1	0,825	Valid
	X3.2	0,808	Valid
	X3.3	0,830	Valid
	X3.4	0,575	Valid
	X3.5	0,433	Valid
	X3.6	0,673	Valid
	X3.7	0,819	Valid

The calculated value in Table 5 provides information if the value of the correlation coefficient is greater than >

0.30. So that all statements contained in the research variables are said to be valid.

b. Reliability Test Results

Table 6. Reliability Test Results

Variable	Code Indicators	Cronbach's Alpha	Ket
Employee performance	Y	0,881	<i>Reliable</i>
Leadership style	X1	0,934	<i>Reliable</i>
Motivation	X2	0,916	<i>Reliable</i>
Work discipline	X3	0,900	<i>Reliable</i>

The independent variable contained in this study obtained a Cronbach's Alpha

value above 0.60 and was declared reliable.

2) Classical Assumption Test

a. Normality Test Results

Table 7. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	3.01591292
	Absolute	.140
Most Extreme Differences	Positive	.073
	Negative	-.140
Kolmogorov-Smirnov Z		.993
Asymp. Sig. (2-tailed)		.278

The test results in Table 7 provide information that the value of Asymp. Sig. (2-tailed) is 0.278, which is higher than 0.05. This indicates that the data has

been normally distributed, so that the model meets the assumption of normality

b. Multicollinearity Test Results

Table 4. Multicollinearity Test Results

Variable	Colinearity Statistic	
	Tolerance	VIF
Leadership style	0,379	2.639
Motivation	0,449	2.228
Work discipline	0,569	1.758

Based on table 4, it is known that leadership style, motivation and work discipline have a tolerance value of >

0.10 and an inflation factor variant value of < 10. So it is stated that there are no symptoms of multicollinearity.

c. Heteroscedasticity Test Results

Table 8. Heteroscedasticity Test Results

Variable	Significance
Leadership style	0,205
Motivation	0,355
Work discipline	0,654

Based on Table 8, it can be seen that each model has a significance value higher than 0.05. So that there is no difference in variance of residues between one variable tested and another.

3) Multiple Linear Regression Analysis

The results of the recapitulation of multiple linear regression analysis in this study are presented in table 9:

Table 9. Multiple Linear Regression Analysis Results

Type	B	T	Sig.	Correlations Partial
(Constant)	-0.737	-0.281	0.780	
Leadership style	0.366	2.369	0.022	0.330
Motivation	0.403	2.433	0.019	0.338
Work discipline	0.289	2.636	0.011	0.362
R = 0.817				
R Square = 0.667				
Adjusted R Square = 0.646				
T table = 1.679				
F Count = 30.743				
F Table = 2.807				
Sig F = 0.000				

Based on the data in table 9, the regression equation is obtained as follows:

$$Y = \alpha + \beta_1 X_1 - \beta_2 X_2 - \beta_3 X_3 - e$$

$$Y = -0.737 + 0.366X_1 + 0.403X_2 + 0.289X_3$$

With explanation:

α = A constant of -0.737 indicates that if Leadership Style, Motivation and Work Discipline are 0 (zero) then employee performance decreases by -0.737.

β_1 = if the leadership style improves, employee performance will also increase.

B_2 = if motivation increases, employee performance will increase in a positive direction

B_3 = if the work discipline variable increases, then employee performance will also rise in a positive direction.

4) Correlation Analysis

There is a strong relationship between the independent variable in this research, the results are obtained based on the multiple correlation value $R = 0.817$.

5) Test t-test

There is a positive influence between the independent variable of leadership style on employee performance at Tugu Bali Hotel with a research significance value of 0.022. In the second hypothesis test, there was a positive and significant influence on the motivation variable on employee performance with a sig level of 0.019 and there was a significant positive influence with a significance level of 0.011 on employee performance at Tugu Bali Hotel.

6) F-test

Overall leadership style, motivation and work discipline have a significant effect on employee performance at Hotel Dharma Bali with a sig value of $0.000 > 0.05$.

7) Test Coefficient of Determination

66.7%, leadership style, motivation and work discipline contributed to the ups and downs of employee performance, and the remaining 33.3% was contributed by other variables that were not examined.

DISCUSSION

1) The Influence of Leadership Style on Employee Performance at Tugu Bali Hotel

Leadership style has a significant positive effect on employee performance with a t-count value of 2.369 while the T-table is 1.679 and

a sig value of $0.022 < 0.05$. Leadership style has a strong impact on performance because a leader's success in motivating others to achieve their goals depends on how the leader creates in each employee a certain way to improve performance in order to achieve the desired goals of the

company. It is difficult for an organization to perform well if employees are underperforming.

2) The Effect of Motivation on Employee Performance at Tugu Bali Hotel

The T-count value on the Motivation variable is 2.433 while the T-table is 1.679 and the sig value is $0.019 < 0.05$ thus the T-count is in the rejection area H_0 means H_0 is rejected, then H_2 is accepted. This means that there is a positive and significant influence between partial motivation on employee performance at Tugu Bali Hotel. These results mean that if the motivation to stay increases, employee performance will also increase.

3) The Effect of Work Discipline on Employee Performance at Tugu Bali Hotel

Work discipline can affect employee performance because it describes a person's responsibility. When individuals work in a disciplined and timely manner, the results of work will also be maximized.

The T-count value of work discipline is 2.636, the T-table is 1.679 and the sig value is $0.011 < 0.05$. So that there is a positive and significant influence of work discipline on employee performance at Tugu Bali Hotel.

4) The Influence of Leadership Style, Motivation and Work Discipline on

Employee Performance at Tugu Bali Hotel

The F-count value is 30.743 while the F-table is 2.807 with a sig value of $0.000 < 0.05$ so that simultaneously Leadership style, Motivation and Work Discipline have a significant effect on employee performance at Tugu Bali Hotel.

Employee performance can be improved with an adequate leadership style, motivation owned by employees and work discipline, if these three things can be realized then automatically employee performance is easier to improve and company goals will be achieved quickly.

CONCLUSION AND RECCOMENDATIONS

- 1) There is a positive and significant influence of leadership style on employee performance at Hotel Dharma Bali. The value of the regression coefficient is 0.366, $t_{\text{calculate}} = 2.369 > t_{\text{table}} = 1.679$ with a significance of $0.022 < 0.050$.
- 2) There is a positive and significant influence of motivation on employee performance at Tugu Bali Hotel. The value of the regression coefficient is 0.403, $t_{\text{calculate}} = 2.433 > t_{\text{table}} = 1.679$ with significance $0.019 < 0.050$.
- 3) There is a positive and significant influence of work discipline on employee performance at Hotel Dharma Bali. The value of the regression coefficient is 0.289,

$t_{\text{calculate}} = 2.636 > t_{\text{table}} = 1.679$
with significance $0.011 < 0.050$.

- 4) There is a positive and significant relationship between leadership style, motivation, and work discipline with employee performance at Hotel Dharma Bali. Multiple linear regression analysis shows $Y = -0.737 + 0.366X_1 + 0.403X_2 + 0.289X_3$ and $F_{\text{calculate}} \text{ value} = 30.743 > F_{\text{table}} = 2.807$ with significance $0.000 < 0.050$. This shows that simultaneously, leadership style, motivation, and work discipline affect employee performance.
- 5) The coefficient of determination shows that leadership style, motivation, and work discipline contributed 66.7% to employee performance at Hotel Dharma Bali, while the remaining 33.3% was contributed by other variables not explained in this study.

LIMITATION

This Study Only Focuses On Hotel Dharma Bali Using 50 Respondents As Research Sample, In Future Studies It Is Hoped That It Can Expand The Variable Network By Combining Secondary Data As Research Measurement Tool.

CONFLICT OF INTEREST

Authors disclose no conflicts of interest Related to the work in this manuscript.

REFERENCES

Effendy A. A. & Fitria, J. R. 2020. The influence of leadership style,

motivation,, and work discipline on employee performance. Case Study of Pt. Modernland Realty Tbk, Volume 3, P. 3.

Erri, D. & et al.. 2021. The Influence of Leadership Style on Employee Performance at Pt Melzer Global Sejahtera Jakarta. Binasarana Informatics University, Volume 1, P. 9.

Felicia , C. 2018. The Influence Of Leadership Style, Motivation, And Work Discipline On Employee Performance At Pt. Bank Mandiri Letda Sujono Branch. University of Sumatra .

Worddari, N. 2014. The effect of compensation on employee performance with work motivation as a moderation variable . Islamic Economics and Business, Volume 9, pp. 25-34.

Hafidzi & Dkk. 2019. Indikator Yang Mempengaruhi Meningkatnya Motivasi. P. 53.

Hasibuan. 2016. Indikator Yang Mempengaruhi Tingkat Kedisiplinan Pegawai Suatu. P. 194.

Rahayu, C. Q. 2018. Hubungan Motivasi Dengan Kinerja Karyawan Di Pt.Pupuk Iskandar Muda (Persero) Kabupaten Aceh Utara, Universitas Medan Area.

- Saragih, E. N. 2019. Pengaruh Gaya Kepemimpinan, Motivasi, Dan Disiplin Kerja Terhadap Kinerja Karyawan Pt. "Skatindo Sarana Acara" Yogyakarta Oleh Eggi Nathanaelsaragih.
- Sutrisno. 2016. Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Pegawai Di Kantor Satuan Polisi Pamong Praja Kota Semarang. Manajemen Universitas Pandaranan , Volume 2, P. 2.
- Tamarindang, B. & Dkk. 2017. Pengaruh Gaya Kepemimpinan, Motivasi, Dan Disiplin Kerja Terhadap Kinerja Karyawan Di Bank Bni Cabang Mando. Volume 5, P. 1599–1606.
- Utama Putra, G. P. & Subudi, .M. 2013. Pengaruh Disiplin Kerja, Gaya Kepemimpinan, Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Hotel Matahari Terbit Bali Tanjung Benoa-Nusa Dua.
- Veronica, V.F., Swasto, B., Djudi, M. (2018). Pengaruh Insentif Karyawan Terhadap Kinerja Karyawan dengan Variabel Mediator Motivasi Kerja (Studi pada Karyawan Bagian Pabrikasi PG Kebon Agung Malang). Jurnal Adm. Bisnis,55(7).
- Widanaputra, A.A. GP., D. (2019). Akuntansi Perhotelan Pendekatan Sistem Informasi. Yogyakarta : Graha Ilmu.
- Zameer, H. (2013). The Impact of The Motivation on the Employee's Performancenin Beverage Industry of Pakistan.
- Zulmi, E. & Hanafia, B. O. 2017. Pengaruh Gaya Kepemimpinan Dan Motivasi Kerjaterhadap Kinerja Karyawan Di Hotel Maxone Palembang.