

Do the Leadership Has an Impact toward Employee Performance at KUBE Hotel in Ubud?

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ABSTRAK

Karyawan memainkan peran penting dalam menciptakan nilai tambah bagi perusahaan melalui inovasi, efisiensi operasional, dan pelayanan pelanggan yang unggul. Faktor kepemimpinan memiliki peran signifikan dalam menentukan keberhasilan tujuan organisasi dalam membangun kinerja karyawan yang baik. Berangkat dari beberapa masalah kinerja karyawan, penelitian ini bertujuan untuk mengkaji bagaimana gaya kepemimpinan yang diterapkan di Hotel KUBE memengaruhi kinerja karyawan. Data yang dikumpulkan dalam penelitian ini terdiri dari tanggapan kuesioner dari sampel sebanyak 57 peserta dengan menggunakan teknik purposive sampling. Purposive sampling adalah teknik pengambilan sampel non-probabilitas di mana peneliti memilih sampel berdasarkan pertimbangan atau tujuan tertentu yang dianggap relevan dengan penelitian. Pemilihan sampel dilakukan secara sengaja untuk memastikan bahwa sampel memiliki karakteristik tertentu yang dibutuhkan untuk menjawab pertanyaan penelitian, berdasar teori Sugiyono (2017), Etikan dan Bala (2020), yang menjelaskan purposive sampling digunakan jika peneliti memiliki kriteria atau pertimbangan khusus dalam memilih subjek penelitian, sehingga subjek yang terpilih diharapkan dapat memberikan informasi yang mendalam. Pengumpulan data dilakukan dengan menggunakan kuesioner skala Likert. Teknik analisis data yang digunakan adalah analisis regresi linier sederhana, uji t, dan uji koefisien determinasi. Berdasarkan analisis dan pembahasan, dapat disimpulkan bahwa Gaya Kepemimpinan tidak memiliki pengaruh signifikan terhadap kinerja karyawan di Hotel KUBE, dengan nilai R² sebesar 0,082 atau 8,2%. Nilai t hitung sebesar -2,213 lebih kecil dari nilai t tabel sebesar 1,673, dan nilai signifikansi $\alpha = 0,031 < 0,005$.

Kata Kunci :

Dampak; Karyawan; Kepemimpinan; Kinerja

ABSTRACT

Employees play a crucial role in creating added value for a company through innovation, operational efficiency, and excellent customer service. Leadership factors have a significant role in determining the success of an organization's goals in building good employee performance. Motivated by several employee performance issues, this research aims to examine how the leadership style applied at Hotel KUBE, influences employee performance. The data collected in this study consist of questionnaire responses from a sample of 57 participants using purposive sampling. Purposive sampling is a non-probability sampling technique in which the researcher selects samples based on specific considerations or objectives deemed relevant to the study. The sample selection is carried out intentionally to ensure that the samples possess certain characteristics required to answer the research questions. According to the theories of Sugiyono (2017) and Etikan and Bala (2020), purposive sampling is used when researchers have specific criteria or considerations in selecting research subjects, so the selected subjects are expected to provide in-depth information. Data collection utilized Likert scale questionnaires. The data analysis technique employed simple linear regression analysis, t-test, and coefficient of determination test. Based on the analysis and discussion, it can be concluded that the Leadership Style does not have a significant influence on employee performance at Hotel KUBE, with an R² value of 0.082 or 8.2%. The calculated t-value of -2.213 is smaller than the t-table value of 1.673, and the significance value is $\alpha = 0.031 < 0.005$.

Keywords:

Employee; Impact; Leadership; Performance

A. INTRODUCTION

Bali, as one of Indonesia's most popular tourist destinations, experienced a significant downturn during and after the Covid-19 pandemic. The pandemic had a severely negative impact on the hospitality industry in Bali, with numerous hotels going bankrupt as they were unable to survive the fallout from Covid-19. Consequently, tourism companies had to make various adjustments and adaptations. Tourism development in Bali adapted through massive digitalization (Putro, 2024). Efforts included marketing strategies, facility improvements, and enhancing the quality and performance of human resources to compete in the era of digitalization and the post-pandemic period (Antara & Sumarniasih, 2024).

Researchers identified one hotel accommodation that managed to survive the Covid-19 pandemic and even achieve growth afterward, namely KUBE Hotel in Tegallalang. KUBE is a four-star resort that began operations just before the Covid-19 outbreak. This resort has a total of 27 rooms, consisting of 1 Royal Suite, 4 Villas with Pool, 14 Suite Pool View, and 8 Suite Rice Field View. Initial interviews revealed that in November 2020, KUBE Hotel still managed to achieve an occupancy rate of 20%.

KUBE Hotel survived from the Covid-19 pandemic, it also received an award as the best resort by the Luxury Lifestyle Awards. KUBE Hotel managed to receive a prestigious award from one of the most well-known and respected institutions globally, recognized for guaranteeing

the highest quality in excellence and innovation. This indicates that the company's performance at KUBE Hotel is of high quality.

The ability of KUBE Hotel to withstand the Covid-19 pandemic and grow afterward makes it an interesting subject for research. Pedler, Burgoyne & Boydel (2010) identified that leadership must find direction and purpose to face critical and challenging situations. Thus, in the context of this study, it is intriguing to explore how the leadership style implemented at KUBE Hotel can enhance employee performance amidst the Covid-19 pandemic.

Based on unstructured interviews with KUBE Hotel staff, it was found that the predominant leadership style used is democratic. However, in certain departments and situations, autocratic and laissez-faire leadership styles were also observed. For instance, in the determination of work schedules in the housekeeping, food and beverage product, security, and food and beverage service departments, a laissez-faire leadership style was evident, where department heads did not interfere with work schedule determination. On the other hand, an autocratic leadership style was observed in the implementation of standard operational procedures in service departments such as front office, food and beverage service, and security. Despite having good company performance, there were still issues with employee performance, particularly in employee discipline. One measure to gauge employee performance is the attendance rate, with high absenteeism indicating low employee performance (Supratman et al., 2021). An average absenteeism rate of 2-3 percent per month is considered acceptable, while a rate above 3 percent indicates poor employee performance within the organization.

Two departments exceeded the standard absenteeism rate of 3%, namely the housekeeping department with 4.9% and the food and beverage service department with 3.1%. This suggests that there are still performance issues at KUBE Hotel despite the company having good overall performance. It becomes intriguing to investigate how the applied leadership styles can address these performance issues and strive for the best performance, leading KUBE Hotel to achieve good performance and even receive prestigious awards.

The previous discussion about how a company's performance is influenced by employee performance and the significant role of leadership styles in employee performance makes KUBE Hotel's survival during the Covid-19 pandemic a highly interesting research subject. To understand how KUBE Hotel's company performance was achieved, it is important to conduct research on the influence of leadership styles on employee performance at KUBE Hotel.

Based on the background outlined, researchers identified the issue of the influence of leadership styles on employee performance at KUBE Hotel. The researchers found that there were still issues with work discipline, one of the indicators of employee performance, in two departments, namely housekeeping and food & beverage product, from March 2022 to March 2023. Therefore, the researchers aim to determine whether these issues are caused by the dimensions of the applied leadership styles, which are autocratic, democratic, and laissez-faire. Based on the background described, the research problem in this study is: "Do leadership

styles have an influence on employee performance at KUBE Hotel?

Jdetawy (2018) states that there is no single leadership style that is superior to others; leaders typically combine them according to the situation at hand. Leadership styles influence overall operational performance, efficiency, work effectiveness, revenue, market share, and organizational commitment to achieving its goals. Hence, a company's performance is the result of the leadership style implemented within that company.

Leadership style refers to the behavioral approach used by leaders to influence, motivate, and direct their subordinates or followers (Lewin in Lumumba et al., 2021). Leadership style is defined as the patterns of behavior employed by a leader to guide the organization, communicate effectively, and supervise to achieve target objectives (Kartono, 2019). Therefore, it can be concluded that leadership style refers to a leader's behavior patterns in directing subordinates and utilizing available resources to achieve organizational goals.

Leadership style affects the relationship between leaders and subordinates, success rates, risk-taking methods, problem-solving strategies, morale or prevailing rules, and overall employee relationships. According to Lewin in Dina & Efan (2020), leadership styles are divided into three categories: autocratic, democratic, and laissez-faire, which can serve as dimensions and indicators for measuring leadership styles.

Performance is the result of work achieved by an individual or group within an organization to achieve organizational goals within a certain period (Lussier and Hendon, 2018:65). Employee performance is also considered important for every individual. When employees complete tasks and achieve high levels, it can be satisfying and instill a sense of pride. If employee performance is low and goals set by the company are not met, it is considered unsatisfactory and may indicate personal failure.

Performance is a function of motivation, ability, and role perception. Employee performance is crucial for a company's success in realizing its various goals. This is because employees are the ones who plan, organize, direct, and control various company activities. Without competent employees, it is impossible for a company to achieve its goals effectively and efficiently. Companies need to optimize employee performance to enhance their competitive advantage (Calvin, 2017:89).

Based on several expert opinions, it can be concluded that employee performance is the work result achieved by an employee, both in quality and quantity, according to their tasks and roles within the company to achieve corporate goals. Effective performance meets the targets and standards set for a job. The better an employee meets the targets and standards set for a job, the more optimal their performance.

The dimensions of employee performance include (Chei et al., 2014:44): Task Performance and Contextual Performance. Task performance indicators are: understanding job duties; understanding job responsibilities; completing tasks with the required skill level; being reliable in executing supervisor instructions; performing job responsibilities accurately; performing job responsibilities efficiently. Contextual performance indicators are: working according to company-set hours; following company-set break procedures; performing job tasks independently; taking on extra tasks on their initiative; quickly adapting to new tasks; showing a positive attitude at work; enhancing cooperation with the supervisor; enhancing cooperation with colleagues.

Based on the theories presented on employee performance dimensions, it can be concluded that employee performance can be measured using several dimensions, including task performance and contextual performance. These dimensions and indicators can be used as references in measuring employee performance.

Jdetawy (2018) states that there is no single leadership style that is superior to others; leaders typically combine them according to the situation at hand. Leadership styles influence overall operational performance, efficiency, work effectiveness, revenue, market share, and organizational commitment to achieving its goals. Hence, a company's performance is the result of the leadership style implemented within that company.

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B. RESEARCH METHOD

The type of research used in this study is descriptive quantitative research. According to Sugiyono (2019:16-17), the quantitative research method is based on positivism philosophy and is used to study specific populations or samples. Data collection is conducted using research instruments, where data analysis is quantitative or statistical in nature, aiming to test the established hypotheses. According to Sugiyono (2018:20), descriptive quantitative research analysis is used to analyze data by describing or illustrating the collected data as it is, without intending to draw conclusions that apply universally or generalizations. This study uses questionnaires, observation, and documentation as data collection techniques. The population is a

generalization area consisting of objects and subjects with certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions (Sugiyono, 2013:115). The population in this study includes all employees at Hotel KUBE, totaling 57 employees. The sample is a part of the number and characteristics possessed by a population (Sugiyono, 2013:116). Sampling in this study uses saturation sampling. Saturation sampling is a technique for determining samples when all members of the population are used as samples. Another term for saturation sampling is a census, where all members are sampled (Sugiyono, 2013:122). The sample for this study includes all employees at Hotel KUBE, totaling 57 employees.

C. RESULT AND DISCUSSION

This research is a quantitative study utilizing classical assumption tests, which include normality tests and heteroscedasticity tests, simple regression analysis, determination coefficient tests, and T-tests.

Data Result

Based on the validity test results, the smallest coefficient value or r-value obtained from an indicator variable is 0,269, while the largest coefficient value or r-value obtained from an indicator variable is 0,792. All 29 statement items, which are indicators of the independent and dependent variables of this study, are valid because they have coefficient values or r-values greater than the critical r-value.

To test the reliability of the statements, the Cronbach's Alpha Coefficient technique was used. This reliability test compares the Cronbach's Alpha coefficient with a critical value of 0.60. If the Cronbach's Alpha coefficient is greater than 0.60, the statement items are considered reliable. The Cronbach's Alpha value for the Employee Performance variable is 0,879, and for the Leadership Style variable, it is 0,634. Since the coefficients for both variable X and variable Y are greater than 0.60, it can be said that all statement items for all variables in this study meet the data reliability assumption.

The staff at Hotel KUBE consists predominantly of male employees, accounting for 54.3%, while female employees make up 45.6%. The difference between male and female employees is only five individuals. The age group of KUBE employees is dominated by those aged 21 to 30 years, comprising 73.68%. This is followed by the age group of 31 to 40 years, which makes up 21.05%, and the age group of 41 to 50 years, which accounts for 5.26%. It can be stated that the age distribution of KUBE employees is quite diverse, although not with balanced percentages.

Table 1. Characteristic of respondent based on employment tenure

No	Tenure	Total of responden
1	1 - 2 years	42
2	> 3 years	15
Total		57

Source: Data Result, 2023

All employees at KUBE have been working for more than one year. The majority of employees have a tenure of one to two years, comprising 73.7% of the workforce. Meanwhile, employees with more than three years of tenure make up 26.3%.

The significance value Asymp. Sig (2-tailed) obtained is 0.070, which is greater than 0.05. Therefore, based on the decision-making criteria in the One Sample Kolmogorov-Smirnov normality test, it can be concluded that the research data is normally distributed. Normally distributed data means that the data used in this study is normal, as seen from the data distribution of each variable which does not have significant value differences. Thus, this study meets the normality assumption and can proceed to the next test.

Based on the data processing results using the Glejser test, the significance value (Sig.) obtained is above 0.05, specifically 0.588 for the Leadership Style variable. Therefore, it can be concluded that the independent variable is not statistically significant in influencing the dependent variable, or in other words, there is no indication of heteroscedasticity in the research data.

Based on the data, the constant value obtained is 74.524, and the regression coefficient value of the independent variable (Leadership Style) is -0.273. The constant value of 74.524 means that if the Leadership Style variable is eliminated, the Employee Performance would be valued at 74.524. When the value of the independent variable (Leadership Style) increases, the dependent variable (Employee

Performance) will decrease because the independent variable has a negative value.

The regression coefficient value of the Leadership Style variable on Employee Performance is -0.273. This means that when the Leadership Style variable increases by one unit, while other variables remain constant, Employee Performance will decrease by -0.273. The negative value of the Leadership Style regression coefficient (X) indicates that there is an inverse relationship between the Leadership Style (X) and Employee Performance. An increase in the Leadership Style variable will result in a decrease in Employee Performance.

The t-table value is obtained by referring to the testing provisions, which are based on a significance level or alpha of 5% (0.05) with degrees of freedom (df) = n-k-1 = 57-1-1=55. Therefore, the t-table value (α ;df) sought is t=(0.05;55), and based on

the t-distribution table, it is 1.673. The test results show that the t-value for the Leadership Style variable (X) is -2.213 with a significance value of 0.031.

Based on the t-test for the Leadership Style variable (X), the t-value of -2.213 is smaller than the t-table value of 1.673, and the significance value $\alpha = 0.031 < 0.05$. Therefore, it can be concluded that H0 is accepted and Ha is rejected. This means that the Leadership Style variable (X) does not have a significant influence on Employee Performance at Hotel KUBE. The adjusted R2 value obtained is 0.082, indicating that the determination value is 8.2%. This means that the dependent variable can be explained by the independent variable by 8.2%, and the remaining 91.8% is explained by other factors. It can be concluded that the influence of Leadership Style on Employee Performance at Hotel KUBE is very weak.

Table 2. Summary of Respondents' Assesment on Employee Performance Variables

No.	(Question)	(Answer)					Total Score	Mean	
		1	2	3	4	5			
		STS	TS	N	S	SS			
Employee Performance									
A Task Performance									
1	Understand the responsibilities.				24	33	261	4,6	Very good
2	Realise the duties and the job				22	35	263	4,6	Very good
3	Complete the task according to the company's standards.				32	25	253	4,4	Very good
4	Reliable in carrying out the instructions				22	35	263	4,6	Very good
5	Execute tasks accurately				32	25	253	4,4	Very good
6	Carry out responsibilities efficiently				31	26	254	4,5	Very good
Mean of Task Performance dimension								4,5	Very good

No.	Pertanyaan (Question)	Jawaban (Answer)					Jumlah Skor Total	Mean	Keterangan
		1	2	3	4	5			
		STS	TS	N	S	SS			
B Contextual Performance									
1	Work in accordance with the working hours set by the company.				15	42	270	4,7	Very good
2	Compliance with the break procedures as established				19	38	266	4,7	Very good
3	Carry out the job independently				36	21	249	4,4	Very good
4	Able to work creatively			13	19	25	240	4,2	Very good
5	Easily adapt to new tasks				36	21	249	4,4	Very good
6	Having positive attitude in the workplace				25	32	260	4,6	Very good
7	Enhance cooperation with supervisors			9	13	35	254	4,5	Very good
8	Able to improve cooperation with colleagues			1	23	33	260	4,6	Very good
Mean of Contextual performance dimension								4,5	Very good
Mean of Employee Performance Variable								4,5	Very good

Source: Data Result, 2023

The hypothesis testing results indicate that the Leadership Style variable has a t-value of -2.213, which is smaller than the t-table value of 1.673, and the significance value $<\alpha = 0.031 < 0.05$. Therefore, it can be concluded that H_0 is accepted and H_a is rejected. This means that the Leadership Style variable (X) does not have a significant influence on Employee Performance (Y) at Hotel KUBE. The results indicate that the leadership style implemented by Hotel Kuwarasan A Pramana Experience is predominantly democratic, followed by *laissez-faire*.

The R^2 value obtained from the analysis is 0.082 or 8.2%. This means that the dependent variable can be explained by the independent variable by 8.2%, and the remaining 91.8% is explained by other variables not used in this study. According to Ghazali's theory (2013:95), if the interval of the determination coefficient is between 60% - 79%, then the determination coefficient can be considered strong. However, the determination coefficient result obtained in this study is 8.2%, which indicates that the independent variable has a weak influence on the dependent variable.

A study conducted by Aziz & Putra (2022) had similar results, where leadership style did not significantly influence performance, but motivation had a significant impact on performance. Other research found that work motivation has a significant influence on employee performance compared to leadership style (Yanti et al., 2022).

Discussion

The research results related to the Leadership Style variable in this study were measured with 15 questions. It was found that the democratic dimension had the highest average score of 3.6, which falls into the good category. This was followed by the *laissez-faire* dimension, which had an average score of 3.1, falling into the fair category. The lowest average score was for the autocratic dimension, with a score of 2.3, falling into the poor category. From the respondents' assessment, it can be seen that the dominant leadership styles implemented by the management of Hotel KUBE are Democratic and *Laissez-Faire* Leadership Styles.

Democratic leadership provides room for subordinates to give feedback and suggestions (Amzat & Ali, 2011). Overall, respondents gave a fairly positive assessment of the items in the democratic dimension, indicating that the implementation of the Democratic Leadership Style was positively received by respondents at Hotel KUBE. However, for the question "Subordinates feel involved in the decision-making process," the average score was low, at 2.9, which is in the fair category. This indicates that the respondents, namely the employees of Hotel KUBE, do not feel fully involved in the decision-making process. This is also supported by the highest average score obtained for the question "Leaders encourage subordinates to share ideas and opinions, although the leader makes the final

decision." Although they are given the opportunity to express ideas and input, the leader makes the final decision. Additionally, the leaders are perceived positively in encouraging employee creativity.

This finding aligns with previous research by Bhatti et al. (2012), which highlights that while democratic leadership fosters participation, the actual involvement of employees in decision-making processes can vary and is often constrained by organizational culture or hierarchical structures.

The next highest average score was for the question "Leaders provide the necessary facilities and infrastructure," which is in the *Laissez-Faire* dimension. Although *laissez-faire* leadership might seem less favorable, it can be effective for organizations with well-trained and reliable members (Jdetawy, 2018). This data indicates that the management and leaders of Hotel KUBE have made efforts to provide the necessary facilities and infrastructure for operations effectively. Similarly, Chaudhry and Javed (2012) noted that while *laissez-faire* leadership is often criticized for its hands-off approach, it can yield positive outcomes when paired with a structured support system.

Overall, the average score from all questions across all dimensions of the Employee Performance variable is 4.5, which falls into the excellent category. Both dimensions have the same average score. The highest average score of 4.7 is found in the contextual performance dimension for the questions "I always follow the set break procedures" and "I work according to the company's set working hours." The lowest average score of 4.2 is also in the contextual performance dimension for the question "I am able to take on extra work on my own initiative." This data shows that employees believe they have worked according to the set break procedures and working hours, but they do not feel capable of taking on extra work on their own initiative.

In this study, the assessment of employee performance was conducted through self-assessment, as the employees who were respondents evaluated their own performance according to the items on the questionnaire. In general, respondents rated their performance positively. Effective performance can meet the targets and standards set in a job (Riana, 2017). The management of Hotel KUBE can establish performance targets and standards for evaluation by both management and employees on a regular basis.

Moreover, studies by Sonnentag and Frese (2002) corroborate that contextual performance, including compliance with procedures, often serves as a strong indicator of overall employee performance but may need further reinforcement to promote initiative and innovation. This study reinforces the importance of leadership styles in influencing employee perceptions and performance, as noted in prior research, and suggests the need for continuous efforts to bridge gaps between leadership practices and employee expectations.

D. CONCLUSION

Based on the analysis and discussion results, it can be concluded that Leadership Style does not affect Employee Performance at Hotel KUBE, according to the results of the t-test, simple regression test, and determination test. The t-test results showed a t-value of -2.213. When applied to the equation, the result is as follows: $-2.213 < 1.673$, and the significance value $< \alpha = 0.031 < 0.005$, leading to the conclusion that H_0 is accepted and H_a is rejected. The R^2 value obtained from the analysis is 0.082 or 8.2%. This means that the dependent variable can be explained by the independent variable by 8.2%, while the remaining 91.8% is explained by other variables not used in this study. This implies that the Leadership Style (X) variable does not have a significant effect on Employee Performance at Hotel KUBE.

Recommendations for the management of Hotel KUBE include evaluating the leadership style being implemented. Management can seek ideas from all employees regarding work methods and leadership styles that they feel would have a more positive impact on their performance. Subsequently, the management can formulate and determine the overall leadership style to be applied, which can then be incorporated into the company's regulations.

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