



Transformational leadership style, competence, and employee involvement on employee performance hotel grandhika semarang

Bethary Hanandriati¹, Krisnawati Setyaningrum Nugraheni²

^{1,2} Department of Management, Sekolah Tinggi Ilmu Ekonomi Pariwisata Indonesia, Indonesia

Article Info

Article history:

Received: Apr 18, 2024

Revised: Apr 20, 2024

Accepted: May 25, 2024

Keywords:

Competence;
Employee engagement;
Employee Performance;
Transformational leadership.

ABSTRACT

This research is a pilot effort for companies in the hospitality sector to maintain the performance of the hotel they lead. How transformational leadership style, competence and employee involvement can affect the performance of Grandhika Semarang hotel employees. Employee performance indicators are a sense of meaning, a sense of security, a feeling of availability. This study used quantitative methods, data collection using a questionnaire involving Grandhikan hotel employees who were forty-four respondents. Use Multiple linear regression analysis to analyze data and test hypotheses. The results of the first variable study show that transformational leadership style has a positive effect on employee performance. The second variable shows that competence has a positive effect on employee performance. The third variable shows that employee engagement has a positive effect on employee performance.

This is an open access article under the CC BY-NC license



Corresponding Author:

Bethary Hanandriati,

Manajemen,

Sekolah Tinggi Ilmu Ekonomi Pariwisata Indonesia,

Jl. Lamongan Tengah No.2, Bendan Ngisor, Kota Semarang, Jawa Tengah 50233, Indonesia

Email: betharyhanan@gmail.com

1. INTRODUCTION

In the midst of the rise of the hotel business in the current era of globalization, demanding new changes continue to be created according to the times. The hotel business has become one of the businesses favored by business people in these years because of the cycle of people who are happy with traveling and doing business, making it an opportunity for business people to build a business in the field of hospitality and tourism. In Indonesia, the hotel business is growing through the International Hotel management chain business, and Local hotels with a variety of uniqueness, luxury, offering different selling points of each hotel. With the difference in the high selling value of each, maintaining company assets requires basic management leadership that should be able to maintain the performance of a hotel itself.

Mattayang (2019). Leadership includes part of a management, as a process as well as a management function, Leadership can be referred to as the process of influencing others to do something in an organization or team in order to achieve the same goal. Siti Nur Aisah (2020) A leader must be able to contribute to the prediction of empowerment in subordinates. Vinh, Hien, and Do (2022) Transformational leadership as a significant

Driver of employee performance The leader's ability to inspire and motivate employees, encourage innovation, and create a positive work culture can have a major impact on overall performance. Studies show that being a good leader requires a lot of effort, knowledge, skills, and especially leadership style.

Sugiono et al (2021) If the company wants a change according to its era, it must make progress on human resources in order to be able to achieve the goals and expectations desired by the company. The performance of subordinates or employees in a company is influenced by various factors, including the work environment, responsibilities, and job description, vision and mission and company culture, communication between leaders, bonuses or incentives as well as training and development of employees which are often called competencies. Development of employee work competencies in an organization that adequately participates in employee performance which can later provide successful organizational performance.

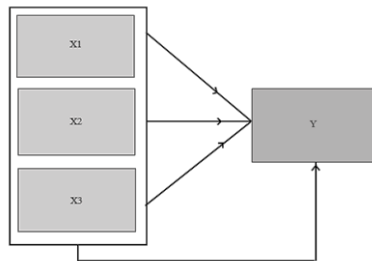
Yuswardi and Valencia (2023) In the success of a company due to good leadership and also the competencies taught, there are important factors that must be involved, namely the role and involvement of employees. Employee engagement is a mental state in which workers have an emotional investment in their leaders' success and are driven to work above and beyond what is expected of them. There is no denying the value of workers to the company's profits. Hadi et al (2020) A high level of work involvement between employees can be effective in improving employee performance and can encourage a more positive attitude. Conversely, less employee involvement will result in low concern and cause less optimal employee performance. Indrastuti (2021) Performance focuses on employee personal characteristics, such as employee loyalty, reliability, skills, communication skills, leading, are factors that often become an assessment of employees in carrying out a job. Adam et al. (2021) Performance can be seen from the readiness and willingness of employees to strive earnestly on behalf of the company, and also seen from employee loyalty and involvement in completing their work. (Ardi, Octafian, and Setyaningrum 2022; Citraningtyas and Djastuti 2017; Nugraheni 2021; Octafian and Nugraheni 2020; Septyanto and Nugraheni 2021) Employee performance is the process of implementing a job from what is done, how to do it to the results of the process in achieving the goals of a company.

This research was conducted on the performance of employees of the Semarang grandhika hotel which is one of the subsidiaries under SOEs, with the concept of a 4-star hotel with a luxurious archipelago nuance, which was inaugurated on December 16, 2016. As an effort to maintain the stability and progress of the company, transformational leadership is needed, continues to grow and is not monotonous, competent employees and involves employees in it to avoid the decline of the company, the author hereby conducts a research entitled transformational leadership style, competence, employee involvement on the performance of hotel employees Grandhika Semarang.

2. RESEARCH METHOD

This study uses a type of causality research is a causal relationship between independent variables and dependent variables. This study explains the influence of leadership style, competence, and employee involvement on employee performance at Hotel Grandhika Semarang.

This study uses a questionnaire as research calculation material, this research requires validity, descriptive, reliability and regression test assessments. This study used sampling technique. Calvin et al. (2021) A sample is a part of a population consisting of population-forming individuals. The sampling technique used for sampling is total sample or saturated sampling of samples in this study amounting to 44 people who came from employees of Hotel Grandhika Semarang. The assessment instrument in this study used a Likert scale with 5 points. This analysis used multiple linear regression analysis SPSS version 26.



Description:

X1 = transformational leadership style

X2 = competence

X3 = employee involvement

Y = employee performance

Figure 1. Framework

3. RESULTS AND DISCUSSIONS

The data collected will be calculated using validity, reliability, regression and description formulas. The grouping of respondent data is known in Table 1 below

Table 1. Respondent Data

INFORMATION	SUM	PERCENTAGE
Gender		
Man	21	47,7
Woman	23	52,3
Age		
20-30	18	40.09.00
31-41	21	47.07.00
42-51	2	04.05
52-62	3	06.08
Position		
Front Office	7	15.09
Food and Beverage	8	18.02
Housekeeping	6	13.06
Enggenering	4	09.01
Sales	4	09.01
Accounting	4	09.01
Kitchen	7	15.09
Security	2	04.05
HR	2	04.05
Period of Service		
01-Mar	12	27.03.00
04-Jul	27	61.04.00
>8	5	11.04
Education		
High School / Vocational School	8	18.02
D3/D4	16	36.04.00
S1	19	43.02.00
>S2	1	02.03
Total	44	100

Source : Data processing results 2024

The results of the discussion of respondents' data showed that 47.7% were male while 52.3% were female. In addition, most of the age of respondents ranged from 31 years to 41 years with a percentage of 47.7% of the total respondents, while the respondents with the smallest number were those aged 41 years to 51 years with a prestige of 4.5% of the total respondents. With the respondents' data above, it was concluded that the workers in the Grandhika Semarang hotel were mostly filled by women with a young age.

It is also known from the results of the discussion that respondent data has a front office position with a percentage of 15.9% and other positions are filled with a relatively even number by respondents. The results of data processing show that the largest respondents have a working period of 4 years to 7 years with a percentage of 61.4% of the total respondents. While the least response was

those with a working period of more than 8 years with a percentage of 11.4% of the total number of respondents. From observations, it is known that most of the respondents' education is S1 or undergraduate with a percentage of 43.2% of the total respondents. While the fewest respondents are those with S2 or master education, with a percentage of 2.3% of the total respondents.

Validity Test

Table 2. Validity Test

Independent	Statement	r calculate	r table	Sig	Status
Transformational Leadership Style	X _{1.1}	0,49652778	2,06458333	0.000	Valid
	X _{1.2}	0,41805556	2,06458333	0.000	Valid
	X _{1.3}	0,45833333	2,06458333	0.000	Valid
	X _{1.4}	0,37986111	2,06458333	0.000	Valid
	X _{1.5}	0,42361111	2,06458333	0.000	Valid
	X _{1.6}	0,33541667	2,06458333	0.000	Valid
	X _{1.7}	0,56875	2,06458333	0.000	Valid
	X _{1.8}	0,47986111	2,06458333	0.000	Valid
	X _{1.9}	0,375	2,06458333	0.000	Valid
Competence	X _{2.1}	0,43333333	2,06458333	0.000	Valid
	X _{2.2}	0,49305556	2,06458333	0.000	Valid
	X _{2.3}	0,33888889	2,06458333	0.000	Valid
	X _{2.4}	0,54652778	2,06458333	0.000	Valid
	X _{2.5}	0,52291667	2,06458333	0.000	Valid
	X _{2.6}	0,47569444	2,06458333	0.000	Valid
	X _{2.7}	0,40625	2,06458333	0.000	Valid
	X _{2.8}	0,51944444	2,06458333	0.000	Valid
Employee Engagement	X _{3.1}	0,36388889	2,06458333	0.000	Valid
	X _{3.2}	0,49652778	2,06458333	0.000	Valid
	X _{3.3}	0,42569444	2,06458333	0.000	Valid
	X _{3.4}	0,38611111	2,06458333	0.000	Valid
	X _{3.5}	0,41527778	2,06458333	0.000	Valid
	X _{3.6}	0,42638889	2,06458333	0.000	Valid
Dependent					
Employee Performance	X _{1.1}	0,46388889	2,06458333	0.000	Valid
	X _{1.2}	0,53888889	2,06458333	0.000	Valid
	X _{1.3}	0,43680556	2,06458333	0.000	Valid
	X _{1.4}	0,12430556	2,06458333	0.000	Valid
	X _{1.5}	0,43541667	2,06458333	0.000	Valid
	X _{1.6}	0,46180556	2,06458333	0.000	Valid
	X _{1.7}	0,56527778	2,06458333	0.000	Valid

Source : Data processing results 2024

Table 2 shows that all indicators used measure the three variables used to base the validity test by comparing the calculated r value (*Corrected Item value – Total correlation in Cronch Alpha output*) with

the table r value. The questionnaire is said to be valid if the calculation is $> r_{table}$. So that df in this data processing study was obtained by 44 respondents – 2 and obtained a table of 0.297. If the calculation > 0.297 , then the statement in this data processing study is valid.

It can be known that the table research above is known that each question item has r count $> r_{table}$ and is positive. The study had a greater correlation value than 0.5. From the results of data processing calculations show that all indicators are valid.

Reliability Test

The reliability test shows the extent to which the measurement results remain consistent, the criteria of an instrument are said to be reliable if it produces a *Cronbach's Alpha* value of > 0.60 . Here are the calculation results:

Table 3 Reliability Results

Variable	Cronbach's Alpha	Status
Transformational Leadership Style (X ₁)	0.821	Reliable
Communication (X ₂)	0.829	Reliable
Employee Engagement (X ₃)	0.684	Reliable
Employee Performance (Y)	0.758	Reliable

Source: Data processing results 2024

Based on the data above, it is concluded that each question from the four research variables has been reliable, it can be seen from the calculation of *Cronbach's Alpha number* > 0.60 with that the questionnaire questions are worth continuing in the data analysis process.

Multiple Linear Regression Test

Multiple linear regression analysis is used to determine whether there is a significant influence between the dependent variable or bound to the independent variable. Here are the calculation results:

Table 4. Test T Results (Persial)

Type	Coefficients ^a			t	Sig.	
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error				Beta
1	(Constant)	2.902	1.200		2.419	.020
	TRANSFORMATIONAL LEADERSHIP STYLE	.551	.107	.665	5.158	.000
	COMPETENCE	.246	.082	.333	2.985	.005
	EMPLOYEE ENGAGEMENT	.676	.167	.436	4.051	.000

Source : Data processing results 2024

The model equation is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 \text{ then } Y = 2.902 + 0.551 X_1 + 0.246 X_2 + 0.676 X_3$$

Information that can be taken from the data of the value of constant (a) of 2,902 where the value shows that without being influenced by independent variables (X₁, X₂, and X₃), the employee performance value is 2,902.

Based on the regression coefficient equation, it shows that the transformational leadership style variable (X₁) in the direction of positive regression with an increase in employee performance is $b_1 = 0.551$ which means a positive effect. The higher the value of transformational leadership style (X₁), the higher the employee's performance.

The regression coefficient of the competency variable (X₂) shows that the competency variable in the direction of positive regression with an increase in employee performance is $b_2 = 0.246$ which means a positive effect. The higher the competency score (X₂), the higher the employee's performance. In addition, the employee engagement variable (X₃) shows a positive regression coefficient with an

increase in performance, namely $b_3 = 0.676$ which means a positive effect. Semaking higher employee engagement (X_3) the higher employee performance.

H_1 testing is known sig value for the effect of persial X_1 on Y is $0.000 > 0.05$ and t value calculated $5.158 > 1.682$ so that it can be concluded that H_1 is accepted which means transformational leadership style (X_1) can significantly affect employee performance (Y). H_2 testing is known to mean sig for the effect of X_2 persial on Y is $0.005 < 0.05$ and t value calculated $2.985 > 1.682$ so that it can be concluded that H_2 is accepted which means competence (X_2) can have a significant effect on employee performance (Y). H_3 testing is known to have a significant value for X_3 on Y is $0.000 > 0.05$ and t values are calculated at $4,051 > 1,685$ so that it can be concluded that H_3 is accepted which means that employee involvement (X_3) can affect employee performance (Y).

Table 5. Test results f (simultaneous)

		ANOVA				
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	230.023	3	76.674	31.303	.000 ^b
	Residuals	97.977	40	2.449		
	Total	328.000	43			

Source : Data processing results 2024

Based on table 5, it is known that the significant simultaneous influence of X_1 , X_2 and X_3 on Y is $0.000 < 0.05$ and F count is $31,303 > F$ table 2.83 shows that there is a simultaneous positive influence between transformational leadership style (X_1), competence (X_2), and employee engagement (X_3) on employee performance (Y) at Hotel Grandhika Semarang. So that H_0 is rejected and H_a is accepted, H_1 , H_2 , and H_3 state that there is a positive influence together on employee performance at Hotel Grandhika Semarang.

Test Coefficient of Determination (R^2)

Table 7. Coefficient determination test results

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.837	.701	.679	1.565

Source: Data processing results 2024

Based on the results of data processing in Table 7, it is known that the value of R Squere is 0.701. This shows that the percentage of influence of independent variables, namely transformational leadership style (X_1), competence (X_2), and employee engagement (X_3) on the dependent variable of employee performance (Y) is 70.1%. Or the free variation used in the model is able to explain 70.1% of the dependent variable. While the rest ($100\% - 70.1\%$), namely 29.9%, was influenced by other free variants that were not included in this research model.

Discussions

Based on the results of the hypothesis with the first indicator, it was found that the transformational leadership style (X_1) had an effect on the performance of Grandhika Semarang hotel employees. The results are obtained because employees feel that leaders are able to understand the individual differences of employees, leaders can maintain two-way communication and open in the form of criticism or ideas, leaders are able to understand the individual differences of employees, leaders actively encourage their members to find solutions to every problem, leaders give optimism about the vision and mission going forward, can become mentors, model good morale and work ethic, employees can give trust to the leadership so that leadership affects how employees carry out their performance and work success by hotel employees. This first hypothesis is supported by Roni Harsoyo’s research

(2022) which cites in *Bass and Stogdill's Handbook of Leadership*, Bass defines leadership as "an interaction between two or more members of a group that often involves a structuring or restructuring of the situation and the perceptions and expectations of the members". A leader is a change agent, someone who acts to influence others more than others act to influence them. Leadership occurs when one group member changes the motivation or competence of others in the group. As well as being supported by the research of Johan et al (2014) Transformational leadership has an impact on the performance of employees.

Based on the results of the hypothesis with the second indicator, it was found that competence (X_2) had an effect on the performance of Grandhika Semarang hotel employees. The results were obtained because employees felt that their competence was able to determine the best procedure for solving problems, the ability to predict the final result of the task implementation, being able to carry out responsibilities, understanding of the procedures used, readiness to carry out tasks, and habits affecting attitudes on self. So that the competence of the employee himself influences the success of the performance carried out by the employee. In accordance with the research of Santi et al (2023) Competence refers to the characteristics of a person that make him successful at work. This research is consistent with the research of Widnyana et al. (2023) Competencies possessed by employees result in an increase in the level of employee performance.

Based on the results of the third hypothesis, it was found that employee involvement (X_3) affected the performance of Grandhika Semarang hotel employees. The results were obtained because employees in the questionnaire agreed that experience is valuable, a feeling of acceptance in the company, no threat in carrying out work, no fear in acting, a feeling of being involved and needed in doing work, and getting emotional support in their work. With that, employee involvement provides a sense of need and consideration by the company so that it feels its presence and fosters the real efforts of employees in its performance. Supported by M. Kurniawan's research DP (2022) the level at which employees immerse themselves in their work, invest time and energy in it, and work as the center of their lives as a whole. Dynamic with Nugroho and Ratnawati's research (2021) Employees who have active involvement feel that they have space to be able to express more than just the job duties assigned to them.

Employee performance is significantly influenced by all three indicators simultaneously transformational leadership style (X_1), competence (X_2) and employee engagement (X_3). This research shows that transformational leadership style, employee competence and engagement have an important role in determining how employee performance performs in hotels. There is a positive correlation between the three variables with the performance of Hotel Grandhika Semarang employees with a significant value of $0.000 < 0.05$ and $F_{\text{count}} 31,303 > F_{\text{table}} 2.83$.

4. CONCLUSION

Based on the results of hypothesis testing, this research found that transformational leadership style, competence and employee engagement have a significant effect on employee performance at Hotel Grandhika Semarang. It is concluded that the performance of employees in their fluency and success is influenced by how a leader benchmarks and guides employees in carrying out correct work procedures. Employee performance is also built by the competence of each employee, competence is a benchmark of knowledge possessed by personal employees including behavior, skills in carrying out their performance. In addition, employee performance is supported by employee involvement as a driving force for the running of the company. Employee involvement makes employees have a sense of involvement and interest in it so as to provide sincerity in their performance.

REFERENCES

- Adam, Weddy Nur, Wan Suryani, Eka Setia, and Dewi Tarigan. 2021. "Pengaruh Pengembangan Sumber Daya Manusia Dan Kompetensi Terhadap Kinerja Pada Karyawan Hotel Niagara Parapat." *Jurnal Ilmiah Manajemen Dan Bisnis (JIMBI)* 2(1):41-50.
- Ardi, Rudi Prasetyo, Ray Octafian, and Krisnawati Setyaningrum. 2022. "Faktor-Faktor Yang Mempengaruhi

- Kinerja Karyawan Hotel." *SEGMENT Jurnal Manajemen Dan Bisnis* 18(1).
- Calvin, Oleh :, Alfa Tangkudung, Rita N. Taroreh, Fakultas Ekonomi, Dan Bisnis, Jurusan Manajemen Universitas, and Sam Ratulangi. 2021. "Pengaruh Gaya Kepemimpinan Transformasional, Etos Kerja Dan Budaya Organisasi Terhadap Kinerja Karyawan Pada Hotel Gran Central Manado The Influence Of Transformational Leadership Styles, Work Ethic And Organizational Culture On Employee Performance At The Hotel Gran Central Manado." *Jurnal EMBA* 9(1):1382-91.
- Citraningtyas, Nuridha, and Indi Djastuti. 2017. "Pengaruh Pelatihan Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Pada Karyawan Hotel Megaland Solo)." *Diponegoro Journal Of Management* 6:1-11.
- Hadi, Surjo, Arif Rachman Putra, and Rahayu Mardikaningsih. 2020. "Pengaruh Perilaku Inovatif Dan Keterlibatan Kerja Terhadap Kinerja Karyawan." *Jurnal Baruna Horizon* 3(1):186-97. doi: 10.52310/jbhorizon.v3i1.38.
- Indrastuti, Sri. 2021. "Pengaruh Kepribadian Terhadap Kinerja Karyawan Dengan Variabel Intervening Kompetensi Karyawan Pada Mutiara Merdeka Hotel Pekanbaru." *Jurnal Ekonomi KIAM* 32(2). doi: 10.25299/kiat.2021.vol32(2).8376.
- Johan, Roy, Agung Tucunan, Wayan Gede Supartha, and I. Gede Riana. 2014. "Pengaruh Kepemimpinan Transformasional Terhadap Motivasi Dan Kinerja Karyawan (Studi Kasus Pada PT. Pandawa)." *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana* 3.9:1-18.
- M. Kurniawan DP. 2022. "Pengaruh Kepuasan Kerja Dan Keterlibatan Karyawan Terhadap Kinerja Karyawan Hotel Kr Palembang." *Jurnal EKOBIS: Kajian Ekonomi Dan Bisnis* Vol. 5 No. 2,:1-14.
- Mattayang, Besse. 2019. "Tipe Dan Gaya Kepemimpinan: Suatu Tinjauan Teoritis." *Journal of Economic, Management and Accounting* 2(2):45. doi: 10.35914/jemma.v2i2.247.
- Nugraheni, Krisnawati Setyaningrum and Ray Octafian. 2021. "Kinerja Karyawan Hotel Masa Pandemi Covid-19."
- Nugroho, Satrio Eko, and Intan Ratnawati. 2021. "Pengaruh Keterlibatan Karyawan Terhadap Kinerja Karyawan Dengan Voice Behaviour Sebagai Variabel Intervening (Studi Pada PT Pelabuhan Indonesia III Persero Regional Jawa Tengah)." *Diponegoro Journal Of Management* 10(3):1-13.
- Octafian, Ray, and Krisnawati Setyaningrum Nugraheni. 2020. "Employee Performance Analysis Through Motivation and the Work Environment at Patra Semarang Hotel & Convention." *Nusantara Journal of Social Sciences and Humanities* 1(1):101-5.
- Roni Harsoyo. 2022. "Teori Kepemimpinan Transformasional Bernard M. Bass Dan Aplikasinya Dalam Peningkatan Mutu Lembaga Pendidikan Islam." *Southeast Asian Journal of Islamic Education Management* 3(2):247-62. doi: 10.21154/sajiem.v3i2.112.
- Santi Riana Dew. 2023. "Peran Disiplin Kerja, Kompetensi, Dan Lingkungan Kerja Fisik Terhadap Kinerja Karyawan." *Al Qalam: Jurnal Ilmiah Keagamaan Dan Kemasyarakatan* 17(4):2393. doi: 10.35931/aq.v17i4.2301.
- Septyanto, Ananda Rizki, and Krisnawati Setyaningrum Nugraheni. 2021. "Intention to Stay in a Hotel Neo Semarang, the Implementation of Hygiene and Sanitation in New Normal." *International Journal of Latest Engineering and Management Research* 6(4):42-46.
- Siti Nur Aisah. 2020. "Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan." *Bulletin of Management and Business* 1(2):42-50. doi: 10.31328/bmb.v1i2.100.
- Sugiono, Edi, Darmadi Darmadi, and Suryono Efendi. 2021. "Pengaruh Kompensasi, Gaya Kepemimpinan Dan Kompetensi Terhadap Kinerja Pegawai Melalui Kepuasan Kerja Pada Pusdatin Kementan RI." *Jurnal Manajemen Dan Bisnis Indonesia* 7(2):132-49. doi: 10.32528/jmbi.v7i2.5599.
- Vinh, Nguyen Quang, Luc Manh Hien, and Quang Hung Do. 2022. "The Relationship between Transformation Leadership, Job Satisfaction and Employee Motivation in the Tourism Industry." *Administrative Sciences* 12(4). doi: 10.3390/admsci12040161.
- Widnyana, I. Wayan Christyan, Anak Agung Dwi Widnyani, and Putu Ayu Sintya Saraswati. 2023. "Pengaruh Gaya Kepemimpinan, Kompetensi Dan Stres Kerja Terhadap Kinerja Karyawan Bali Summer Hotel Kuta, Badung, Bali." *Pengaruh Gaya Kepemimpinan, Kompetensi Dan Stres Kerja Terhadap Kinerja Karyawan Bali Summer Hotel Kuta, Badung, Bali* 4(1):1-28.
- Yuswardi, Yuswardi, and Jessy Valencia. 2023. "Analisis Faktor-Faktor Yang Mempengaruhi Kinerja Karyawan Yang Dimediasi Oleh Keterlibatan Karyawan Pada Hotel Di Kota Batam." *Jurnal Darma Agung* 31(1):230. doi: 10.46930/ojsuda.v31i1.2452.