



The Influence of leadership and work motivation on employee performance at the Hotel Harris Sentraland Semarang

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ABSTRACT

This study is an effort to analyze the influence of leadership and work motivation on employee performance at Harris Sentraland Hotel Semarang. Data were collected through questionnaires distributed to 70 hotel employees. The data analysis method used is multiple linear regression analysis using SPSS software. The results showed that leadership and work motivation have a positive and significant effect on employee performance. This means that the better the leadership and work motivation provided, the more employee performance will improve. The implication of this research is that hotel management needs to pay attention to aspects of leadership and work motivation to improve employee performance, such as providing leadership training to managers and holding programs that can motivate employees at work.

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1. INTRODUCTION

In an era of fierce business competition, the hospitality sector faces the challenge of providing the best service to customers. One of the key factors that determine the success of a hotel is the performance of the employees. Employees who have high performance will be able to serve customers well, so that they can create customer satisfaction and loyalty. Therefore, it is very important for hotel management to understand the factors that can affect and improve employee performance.

(Fadili et al., 2018) Human resources are an important factor as an asset for a company that will contribute to the success of a company in achieving its business goals. Employee performance plays a crucial role in the success of an organization, especially in the service industry such as hospitality. Performance can be said to be the result of work in terms of quality and quantity achieved by an employee in carrying out his duties and responsibilities (Yasinta, 2017). Therefore, it is very important for hotel management to understand the factors that can affect and improve employee performance. (Rivaldo et al., 2020) The two main factors that are believed to have a significant influence on employee performance are leadership and work motivation. The importance of assessing employee performance on a scale basis. This aims to measure the level of commitment and dedication of each individual in implementing an excellent service program. By conducting this evaluation, the company can understand the extent to which employees have internalized and implemented the expected superior service standards. (Hidayah & Taufina, 2021).

(Muizu et al., 2019) Leadership has a meaning as a science or art that exists in a person that can influence others to achieve certain goals. (Fasha & Stie, 2017) In addition, leadership also has a

function to exert a great influence on employees in an organization to provide good performance, as well as align individual or organizational goals and create a positive work environment, not only that, leaders can also appreciate every work achievement that exists. A leader must be able to contribute to the prediction of differences in subordinates. According to (Prasastono, 2012) The same leader may exhibit very different leadership behaviors when faced with different situations. It emphasizes the importance of flexibility and adaptability in effective leadership. Thus, we can conclude that successful leadership is the result of a match between the characteristics of leaders, their behavior, and the demands of a particular situation, rather than relying solely on innate traits or rigid leadership styles.

(Lesmana, 2019) Motivation is defined as an internal condition that stimulates us to act, drives us to achieve certain goals, and keeps us interested in certain activities. This cannot be separated from work motivation that supports the achievement of an employee's performance. (Nusa Dua et al., 2023) On the other hand, work motivation also plays an important role in improving employee performance. Intrinsic and extrinsic work motivation significantly affects the performance of hotel employees. (Ode et al., 2019) Motivation is essential to achieve optimal performance results. Work motivation is defined as the tendency of the traits contained in a person to arouse passion, encouragement, and direct their behavior towards achieving organizational goals. There are several experts who have concluded about work motivation. And they explain it according to their respective versions. However, overall it can be said that human resources have a need for material and needs in achieving their goals and achievements. (Su'adah et al., 2022), Even in research (Ningsih et al., 2022) stated that work motivation did not have a significant effect on employee performance. Which means that motivation is not the dominant factor in improving employee performance. But work motivation is still important for an organization or company so that employee performance is improving and goals can be achieved easily.

Hotel Harris Sentraland Semarang is one of the famous four-star hotels in Semarang. As a hotel that focuses on high-quality services, Harris Sentraland Semarang pays great attention to the performance of its employees. This study aims to analyze the influence of leadership and work motivation on employee performance at Harris Sentraland Hotel Semarang. By understanding the relationship between these three factors, hotel management can take strategic steps to improve employee performance and provide better service to customers.

This research is expected to make theoretical and practical contributions in the field of human resource management, especially related to employee performance management in the hospitality industry. Theoretically, this study can enrich the literature on the relationship between leadership, work motivation, and employee performance in the context of the hospitality industry. Practically, the results of this study can be a reference for other hotels in an effort to improve employee performance through the application of the right leadership style and the provision of appropriate work motivation.

2. RESEARCH METHOD

This study uses a quantitative approach with a survey method. (Hutami, 2016) Population is the whole subject or object that has certain characteristics and qualities that are determined by the researcher to be studied and drawn conclusions. The population in this study is all employees of Harris Hotel Sentraland Semarang. (Sugiyono, 2009) The sample is part of the number and characteristics possessed by the population. Samples were taken using a sampling technique, where all members of the population were sampled. Data was collected through questionnaires that had been tested for validity, descriptiveness, realism and regression. . The research variables consisted of leadership (X_1), work motivation (X_2) as an independent variable, and employee performance (Y) as a dependent variable.

Data analysis uses descriptive and inferential statistics. The classical assumption test is performed before multiple regression analysis. The hypothesis was tested using the t-test for partial influence and the F test for simultaneous influence, with a significance level of 0.05. This analysis uses SPSS version 26 multiple linear regression analysis.

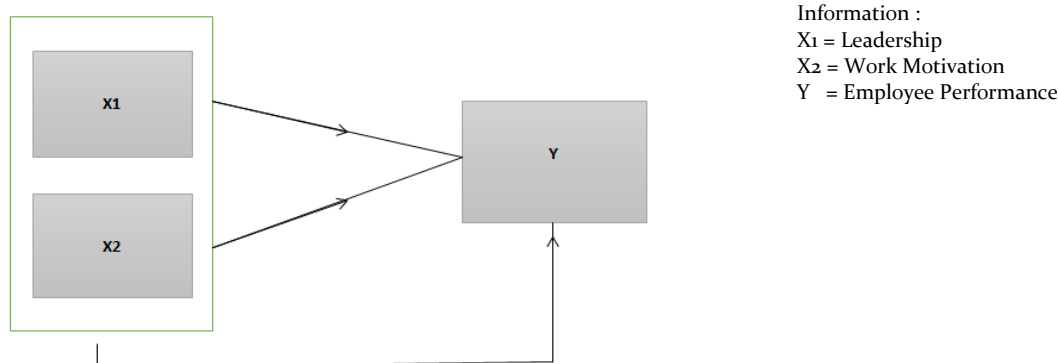


Figure 1. Research framework

3. RESULTS AND DISCUSSIONS

The collected data will be calculated using the formula of validity, reliability, regression and description. The grouping of respondent data is known in the table below:

Table 1 Responding Data

INFORMATION	SUM	PRESENTED
Gender		
Man	34	48,6
Woman	36	51,4
Age		
20-30	27	38,6
31-41	33	47,1
42-51	10	14,3
Position		
Front Office	12	17,1
Finance	6	8,6
Security	8	11,4
Sales	5	7,1
HRD	2	2,9
Engineering	4	5,7
Kitchen	11	15,7
Food and Beverage	9	12,9
Marketing	3	4,3
IT	1	1,4
Housekeeping	9	12,9
Working Time		
1 - 3	36	51,4
4 - 7	32	45,7
> 8	2	2,9
Education		
High School/Vocational	30	42,9
School	32	37,1
D3/D4	2	2,9
S1		
TOTAL	70	100

Source : 2024 data processing results

The discussion of the respondents' data showed that 48.6% were male and 51.4% were female. In addition, most of the respondents were aged 31 to 41 years with a percentage of 47.1% of the total respondents, while the respondents with the smallest number were those aged 42 to 51 years with a percentage of 14.3% of the total respondents. With the above respondent data, it is concluded that the workers in Harris Hotel Sentraland Semarang are mostly filled by women with a young age.

It is also known from the results of the data processing discussion that respondents have front office positions with a percentage of 17.1% and other positions are filled with a relatively even number

by respondents. The results of data processing showed that the largest respondents had a length of service of 1 year to 3 years with a percentage of 51.4% of the total respondents. While the least response is those who have worked for more than 8 years with a percentage of 2.9% of the total number of respondents. From observation, it is known that most of the respondents' education is high school/vocational school with a percentage of 42.9% of the total respondents. Meanwhile, the least respondents have an education of S1 or Bachelor's education, which is with a percentage of 20.0% of the total respondents.

Validity Test

Table 2. Validity Test Results

Independent	Statement	r calculate	r table	Sig	Status
Leadership	X1.1	0,50625	1,633333	0.000	Valid
	X1.2	0,588194	1,633333	0.000	Valid
	X1.3	0,558333	1,633333	0.000	Valid
	X1.4	0,599306	1,633333	0.000	Valid
	X1.5	0,497917	1,633333	0.000	Valid
Work motivation	X2.1	0,444444	1,633333	0.000	Valid
	X2.2	0,554861	1,633333	0.000	Valid
	X2.3	0,59375	1,633333	0.000	Valid
	X2.4	0,520833	1,633333	0.000	Valid
	X2.5	0,511806	1,633333	0.000	Valid
Employee Performance	X1.1	0,538889	1,633333	0.000	Valid
	X1.2	0,583333	1,633333	0.000	Valid
	X1.3	0,617361	1,633333	0.000	Valid
	X1.4	0,560417	1,633333	0.000	Valid
	X1.5	817	1,633333	0.000	Valid

Source : 2024 data processing results

Table 2 shows that the indicative used measures the two variables used as the basis for decision-making of the validity test by comparing the value of the calculated r (*corrected item value - total correlation on the output of cronch alpha*) with the value of the table r for degree of freedom (df) = n-2 with a significance of 0.05. The value of n is the number of samples. This questionnaire is said to be valid if r counts > r table (r calculation is greater than r table) so that df in this study data was obtained from 70 respondents - and r table was obtained of 0.2352. If the R calculation is greater than 0.2352 (R table), then the statement in this data study is said to be valid.

It can be seen that the research in table 2 above each statement r calculation is greater than r table with a positive value. This study has a correlation value greater than 0.05 from the calculation results show that all indicators are valid.

Reliability Test

(Rosita et al., 2021) Reliability testing is a process to measure the extent to which a questionnaire provides consistent results. This is important to ensure that the questionnaire is reliable as a data collection tool or to find out whether the questionnaire used for data collection can be said to be reliable or not.

This reliability test was carried out to measure the internal consistency of the research instruments used in measuring leadership variables, work motivation, and employee performance at Harris Hotel Sentraland Semarang. The method used is Cronbach's Alpha, with the criterion that the instrument is considered reliable if the alpha coefficient value is greater than 0.60.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Status
Leadership (X1)	0,853	Reliabel
Work Motivation (X2)	0,813	Reliabel
Employee performance (Y)	0,881	Reliabel

Source : 2024 data processing results

The results of the reliability test showed that all variables had a Cronbach's Alpha value above 0.60 which indicates that the research instrument has good internal consistency and is reliable for the measurement of the variables in this study.

Descriptive Test

A descriptive analysis was conducted to provide an overview of the research variables, namely leadership, work motivation, and employee performance at Harris Hotel Sentraland Semarang. This test includes the calculation of the mean value, standard deviation, minimum value, and maximum value for each variable. The results of the descriptive test showed the distribution of respondents' responses to the indicators used in measuring each variable. This analysis helps identify the tendency of employees' perception of the leadership style applied, the level of work motivation they have, and the assessment of their own performance.

Table 4. Descriptive Test

	N	Range	minimum	Maximum	mean	Std. deviation	variance
Leadership (X ₁)	70	18	5	23	9,99	3,712	13,782
Work motivation(X ₂)	70	18	3	20	9,97	4,231	17,903
Employee performance (Y)	70	20	5	25	9,30	3,850	14,822
Valid N	70						

Source : 2024 data processing results

Table 4 shows that there are 70 valid N results as respondents. In addition, in the range table, the minimum, maximum and mean of each variable. The highest assessment of respondents in the Employee Performance variable (Y) was 25 respondents who gave responses, the lowest assessment was in the Work Motivation variable (X₂) with 3 respondents.

Multiple Linear Regression Test

Multiple linear regression analysis was used to test the influence of independent variables, namely leadership (X₁) and work motivation (X₂) on the dependent variable of employee performance (Y) at Harris Hotel Sentraland Semarang. The following are the calculation results:

Table 5. Test Results of T (Persial)

Model		Coefficients ^a		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients				
		B	Std. Error			
1	(Constant)	3,705	,702		5,278	.000
	LEADERSHIP	,210	.072	.287	2,919	.005
	WORK MOTIVATION	.770	.081	.933	9,485	.000

Source : 2024 data processing results

The equation model is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 \text{ so } Y = 3,705 + 0,210 X_1 + 0,770 X_2$$

The information that can be taken from the data of the constant value (a) of 3.705 where the value shows that without being influenced by independent variables (X₁ and X₂), the employee performance value is 3.705.

Based on the regression coefficient $b_1 = 0.210$ is the amount of contribution of the leadership variable (X₁) affecting employee performance. with a regression coefficient of 0.210 shows that leadership (X₁) has a positive correlation direction to employee performance. The higher the leadership value (X₁), the higher the employee's performance.

The regression coefficient of the work motivation variable (X₂) has a contribution of $b_2 = 0.770$ which has an effect on employee performance. With a regression coefficient of 0.770, it shows that the motivation variable (X₂) has a positive correlation direction to employee performance. The higher the motivation value (X₂), the higher the employee's performance.

The H₁ test is known that the sig value for the influence of leadership (X₁) on employee performance (Y) is $0.005 < 0.05$ and the t-value is $2.919 > 1.668$ so it can be concluded that H₁ is

accepted, which means that (X₁) can have a significant effect on (Y). The H₂ test is known to have a sig for the persial influence of work motivation (X₂) on the performance of the employee (Y) is 0.000 < 0.05 and the t-value is calculated 9.485 > 1.668 so it can be concluded that H₂ is accepted, which means that work motivation (X₂) can have a significant effect on employee performance (Y).

Table 6. Test Results F (Simultaneous)

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	439,647	2	219,823	53,068	.000 ^b
Residual	277,532	67	4,142		
Total	717,179	69			

Source : 2024 data processing results

In table 6, it is known that the simultaneous influence of independent variables X₁ and X₂ (leaders and work motivation) on the dependent variable Y (employee performance) is significant <0.05 and F counts 53.058 > F table 3.13 which means that it has a positive effect simultaneously. If the calculated F value is greater than the F table, or the significance value (p-value) is less than the specified alpha level (usually 0.05), then H₀ is rejected and H₁ is accepted. This shows that leaders and work motivation together have a significant influence on employee performance at Harris Hotel Sentraland Semarang.

Table 7. Results of Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783	.613	.601	2,03526

Source :2024 data processing results

Based on the results of the determination coefficient analysis, the R Square value was obtained at 0.613. This shows that the leadership variables (X₁) and work motivation (X₂) together contribute 61.3% to employee performance at Harris Hotel Sentraland Semarang. Meanwhile, (100% - 61.3%) the remaining 38.7% was influenced by other factors that were not included in this research model.

An Adjusted R Square value of 0.601 indicates that the model is quite good at explaining variations in employee performance, taking into account the number of independent variables used. The correlation coefficient (R) of 0.783 indicates a strong relationship between the independent variables X₁ and X₂ (leadership and work motivation) and the dependent variable Y (employee performance).

The standard error of the estimate of 2.03526 describes the accuracy of the model's prediction, where the smaller the value, the more accurate the model is in predicting employee performance based on leadership and motivation variables.

4. CONCLUSION

Based on the results of the analysis, it can be concluded that leadership and work motivation have a significant influence on employee performance at Harris Hotel Sentraland Semarang. These findings emphasize the importance of the role of leaders in directing and motivating employees, as well as the importance of creating a work environment that supports employees' intrinsic motivation. The results of this study can be the basis for hotel management to develop strategies to improve employee performance through improved leadership styles and effective motivation programs. A good leader can increase employee motivation, while motivated employees tend to be more responsive to their leader's direction.

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