The Influence of Leadership Style

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THE INFLUENCE OF LEADERSHIP STYLE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT HOTEL HARPER MAKASSAR

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Keywords	**Abstract**
Leadership Style, Performance, Work Motivation.	This study aims to determine how the positive and significant influence of leadership style and work motivation on employee performance at Hotel Harper Makassar. In this study, the population of all employees at the Harper Hotel Makassar is 60 people and the sample is 40 people. Data collection was done by using a questionnaire method. The type of research used in this research is associative research. The data analysis technique used is data quality test, classical assumption test, multiple regression analysis, and the hypothesis is tested with multiple linear regression analysis. The results of the study after the data was processed with IBM statistics for product and service solution (SPSS) 25 it was found that Leadership Style and Work Motivation had a positive and significant effect on Employee Performance at Harper Hotel Makassar, it can be concluded that leadership style and work motivation have an influence on performance. employees at Hotel Harper Makassar.

INTRODUCTION

Established companies must have goals and the most important asset owned by the company to achieve these goals is human resources. So that the company must be supported by human resources who are able to work together and have high productivity. This is because human resources have a role as the subject of the implementation of activities and operational policies in an organization. Human resources (HR) is an important thing and has an effort to achieve organizational or company goals (Simamora, 2006).

Makassar City has a growing and promising business, one of which is the hotel business. Hotel is one of the businesses providing lodging accommodation services that are able to have adequate facilities and affordable prices. This can be seen from the increase in the number of rooms for each star hotel and the occupancy rate. For this reason, in improving a service quality, it is necessary to improve employee performance in carrying out services to guests, given that the performance of human resources has an important role as a driver of service quality. Employee performance is a real behavior that is displayed by each person as work performance produced by employees according to their role in the company (Rivai, 2009). Performance is the result of work produced by employees and real behavior that is displayed in accordance with their role in the organization (Hariandja, 2008).

A leader must apply a leadership style to influence the success of the organization in achieving its goals. In organizations, the importance of a leadership factor to move and direct the organization in achieving its goals is a task that is not easy because it must understand each different behavior of subordinates. Subordinates are greatly influenced in such a way that they can provide their participation to the organization effectively and efficiently. In other words, success or failure in a company/organization is determined by the quality of its leadership (Edy Sutrisno, 2014). Leadership style is a way for leaders to influence their subordinates, so they can work productively to achieve organizational goals (Hasibuan, 2004). The leadership style used by a leader in behaving and communicating to influence and provide direction to his subordinates to be able to do a job.

Motivation is important because motivation can be the cause or supporter of a person's behavior so that the person is willing to work hard to achieve optimal results. Providing motivation by looking at the dominant needs of employees, both physiological needs and other needs, such as safety and security needs and self-actualization needs (Thoha, 2013). The leadership style of a leader and the motivation given by the leader to his employees greatly affect employee performance which has an impact on the quality of service provided to guests. Service is a way that can be obtained from these two things in completing a person's task or work, and is an important thing in the hotel's efforts to achieve its goals.

Hotel Harper, which is located in Makassar City, is one of the companies engaged in the field of hospitality and tourism services. On 26 August 2016, Archipelago International opened a new hotel, the Harper Perintis in Makassar. Archipelago International is the largest operator of hotels, condotel, resorts, serviced suites and branded residences in Indonesia. With properties spread not only in Indonesia, but also in the Philippines and Malaysia, Archipeloga International has now successfully brought the names of leading hotel brands, one of which is Hotel Harper. In this case, the company must be able to monitor the performance of each employee whether they have been able to carry out their duties and

obligations properly as expected or not. One of the elements in assessing the success of a hotel business is the number of visitors who stay at the hotel.

Based on data from the Harper Makassar Hotel, the overall number of visitors from year to year has increased, although it has not improved enough. This is supported by the performance of employees who work at the hotel. An employee can be said to have high performance if the employee achieves the work results that have been determined by the company. Employees who have high and good performance will be able to support the achievement of a goal or target set by the company.

Based on data in 2017-2020, Hotel Harper Makassar shows that employee performance results have not been optimal for the last four years. The performance achievement at the Harper Perintis Makassar Hotel for the last four years has never been given a very good predicate throughout the year. The cause of employee performance problems that occurred at the Harper Makassar Hotel were employees who had fairly low performance due to a mismatch in their ability to complete tasks according to the target and lack of motivation in doing their work so that the performance of employees at Harper Makassar Hotel was still not optimal. As a result, conditions in the company are not in line with employee expectations, such as lack of cohesiveness among fellow employees, protracted problems that occur due to lack of confidence in decision making, and lack of initiative so that it seems that there is no progress.

RESEARCH METHOD

The type of research used in this study is associative research, namely to determine the value of the influence of leadership style variables (X1) and work motivation (X2) on employee performance (Y). Associative research is research that aims to determine the effect of the relationship between two or more variables. The population in this study were employees at Hotel Harper Makassar, totaling 60 people. In this study, the number of samples required is 40 people who are permanent employees at the Harper Hotel Makassar. The sampling technique is saturated sampling. The use of this sampling technique uses all existing populations to be used as samples.

The tool used to collect data in this research is by using a questionnaire/questionnaire where this questionnaire will be given directly to the Manager at the Harpar Hotel Makassar. The data that has been collected will then be measured using measurements and scoring. Data analysis techniques in this study used data quality test, classical assumption test, multiple regression analysis, and hypothesis testing.

RESULT AND DISCUSSION
Result
Multiple Linear Regression Analysis

This study uses multiple regression analysis, which aims to determine the extent to which the independent variables affect the dependent variable. In multiple regression there is one dependent variable and more than one independent variable. In this study, the dependent variable is employee performance (Y), while the independent variables are leadership style (X1), and work motivation (X2).

Table 1. Multiple linear regression analysis results

Model	B
(Constant)	-16.732
Leadership Style	0.477
Work motivation	0.715

Based on the table above, the constant number of -16,732 states that if the leadership style (X1) and work motivation (X2) is 0, then the employee performance (Y) is -16,732. The leadership style coefficient (X1) of 0.477 states that for every 1% addition of leadership style (X1), it will increase employee performance by 0.477 when other variables do not change (constant). Meanwhile, the coefficient of work motivation (X2) of 0.715 states that for every 1% addition of work motivation (X2), it will increase employee performance by 0.715 when other variables do not change (constant).

Coefficient of Determination Test (R^2)

The coefficient of determination shows the magnitude of the effect of the independent variables together on the dependent variable. In this case the coefficient of determination is sought to find out how much employee performance (Y) can be explained by variations in leadership style (X1) and work motivation (X2) together.

Table 2. Coefficient of determination test results

Model	R	R-Square
Leadership Style, Work motivation * Employee Performance	0.884	0.781

From the table above, it is known that the coefficient of determination (R) is 0.884 or 88.4%. Based on this value, it can be said that the relationship between the independent variables, namely leadership style (X1), and work motivation (X2) on the dependent variable of employee performance has a very strong relationship. The value of the coefficient of determination (R2) is 0.781 or 78.1%, which means that it shows the influence between the independent variables, namely leadership style (X1) and work motivation (X2) on the dependent variable, namely employee performance (Y). This means that employee performance (Y) can be influenced by leadership style (X1) and work motivation (X2), while the remaining 21.9% is influenced by other factors not explained in this research model.

Student Test (T Test)

The t-statistic test basically shows how far the influence of one explanatory variable (independent) individually in explaining the variation of the dependent variable.

Table 3. T test results

Model	t	Significant
Leadership Style	3.512	0.001
Work motivation	5.529	0.000

The t-test test criteria in the table above on the Effect of Leadership Style (X1) on Employee Performance (Y), obtained t-count of 3.512, p-value of 0.001 smaller than 0.05 and degrees of freedom = 40, then obtained t-table of 2.0210 Therefore, the result of the t-count > t-table (3.512 > 2.0210) and the value is significantly smaller than the p-value 0.05 or 0.001 < 0.05, then it is stated that H1 is accepted and H0 is rejected. And the regression coefficient value of the leadership style variable (X1) is 0.372 (positive). This means that the leadership style (X1) has a significant and positive effect on employee performance (Y) at the Harper Hotel Makassar.

Meanwhile, the t-test criteria in the table above on the Effect of Work Motivation (X2) on Earnings Management (Y), obtained a t-count of 5.529 p-value of 0.000 smaller than 0.05 and degrees of freedom = 40, then obtained t-table of 2,0210. Therefore, the result of the t-count > t-table (5.529 > 2.0210) and the value is significantly smaller than the p-value 0.05 or 0.000 < 0.05, then it is stated that H2 is accepted and H0 is rejected. And the regression coefficient value of the work motivation variable (X2) is 0.586 (positive). This means that work motivation (X2) has a significant and positive effect on employee performance (Y).

Fisher Test (F Test)

The F-test is conducted to assess whether the model being analyzed has met the requirements of the model's feasibility (goodness of fit model) based on the decision making whether or not the proposed hypothesis is proven, namely if the F-count > F-table, then the model is declared eligible for further analysis.

Table 4. F test results

Model	F	Significant
Regression	66.014	0.000

Based on the results of testing the model above, the F-count value is 66,014 with a degree of error of 5% ($\alpha=0.05$) and degrees of freedom (2:40) so that the F-table value is 3.2317. So based on the results obtained using the F-INV formulation, it is concluded that the F-count > F-table (66.014 > 3.2317) and the p-value < 0.05 or 0.000 < 0.05 which indicates that the model being tested meets the model's eligibility criteria and also indicates that H3 is accepted and Ho is rejected. This shows that Leadership Style and Work Motivation Simultaneously Affect Employee Performance at Harper Hotel Makassar.

DISCUSSION

Employees who have high work motivation will have the urge to use all their abilities to work. The higher the form of motivation given, the higher the level of achievement. This explains mathematically the relationship between performance and motivation, meaning the

role of motivation and ability in high performance (performance) and is also supported by the diversity provided in the form of better productivity.

The way motivation works starts from someone who consciously acknowledges the existence of an unsatisfied need. These needs can create a goal and an action that is expected to be a means to achieve the goal. If the goal is achieved, then the need will be satisfied, so that the same action will tend to be repeated if a similar need arises. Therefore, motivation can be said as a form of encouragement, the encouragement aims to provide enthusiasm that can improve a person's performance, so that in the future they can have a high level of performance and can bring the company or organization to a good goal. A person's motivation in work is usually a complicated thing, because motivation includes individual factors and organizational factors. As for the individual factors, namely: needs (needs), goals (goals), attitudes (attitude), and abilities (abbilities). Meanwhile, the factors that come from the organization include: salary (pay), job security (job security), fellow workers (co workers), supervision (supervision), praise (praise), and the job itself (job itself).

Employees who are motivated or driven to do a job will have the enthusiasm to do their job, thus employees will be able to achieve performance. The level of motivation given by the leadership to employees will also affect the level of performance obtained by employees, where employees who get high motivation will also have high performance. Vice versa, if the motivation given to employees is low, their performance will also decrease. The motivation that is suitable to be applied to the Harper Makassar Hotel is the provision of rewards to employees who excel so that other employees are encouraged to improve their performance, then the provision of social motivation that can make employees aware of the importance of maintaining operational stability at the Harper Makassar Hotel.

CONCLUSION

The results showed that work discipline had a positive and significant effect on employee performance at the South Sulawesi Provincial Trade Office, where the correlation coefficient was positive (0.621). This means that the influence of work discipline has a positive influence and a strong relationship to work performance.

Both Leadership Style and Work Motivation to all employees of Hotel Harper Makassar are very important so that the company's goals can be achieved. This study aims to determine the effect of leadership style and work motivation on employee performance. Based on the data analysis and discussion that has been carried out, the influential leadership style has been proven to make a significant contribution to improving employee performance at the Harper Hotel Makassar. With a t-count > t-table (3.512 > 2.0210) and a significantly smaller value than p-value 0.05 or 0.001 < 0.05, it means that H1 is accepted. The influential leadership style has been proven to make a significant contribution to improving employee performance at the Harper Makassar Hotel. With a t-count > t-table (3.512 > 2.0210) and a significantly smaller value than p-value 0.05 or 0.001 < 0.05, it means that H1 is accepted. Influential work motivation has been proven to make a significant contribution to improving employee performance at the Harper Makassar Hotel. With that the t-count > t-table (5.529 > 2.0210) and the significant value is less than p-value 0.05 or 0.000 < 0.05, it means that H2 is accepted. Leadership style and work motivation have a simultaneous effect, which is proven

to provide a significant contribution to improving employee performance at the Harper Hotel Makassar.

The suggestions that can be given related to the results of this study include:

1. The Harper Makassar Hotel should maintain its leadership style and increase work motivation again and it is hoped that there will be an increase in performance in the future from various fields at Harper Makassar Hotel.
2. There needs to be more attention to motivation and work discipline, because this is also very supportive in improving employee performance. Then the leader is also expected to apply a leadership style. Instructions to employees with low maturity levels. Meanwhile, the application of a participatory leadership style can be applied to employees, because it is expected that the leader will carry out open communication that aims to share ideas with employees in the same office.
3. For further researchers, it is expected to expand the scope of the object of research and add other research variables, so that it will expand and enrich previous studies.

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