

The Influence of Leadership And Work Motivation on The Performance of 4 Star Hotel Employees in North Bandung (Case Study in Rooms Division Department)

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ABSTRACT

The objective of this study was to obtain empirical evidence about the influence of leadership and motivation on the performance of employees of a four-star hotel in the Rooms Division Department in the north of Bandung. The findings are expected to help the company and practitioners develop human resources management. The study was conducted at Hotel X, Hotel Y, dan Hotel Z. It used a quantitative research approach with a survey method, and the type of research was Descriptive Research and Explanatory Research, with a time horizon in the form of cross-sectional data that shows a picture of a situation at a specific time. The study's hypothesis was tested with the statistical method of path analysis. Path analysis is a statistical tool used to test the study's hypothesis. According to research test results, there is a considerable correlation between employee performance and leadership and motivation, either fully or partially.

Keywords: *Leadership, Motivation and employee performance*

INTRODUCTION

Nowadays, after covid 19 hit the world of tourism, hospitality is one of the sporadic businesses, because over time, so many tourists come and encourage entrepreneurs who are interested in setting up hotels, especially in Bandung City. In 2023, there were 28 hotels of 4-star hotels, and this rose to 32 hotels of 4-star hotels in 2025. Sulastiyono (2011) said that "A hotel is a company

managed by its owner by providing food, beverage, and room facilities for sleeping to people who travel and can pay a reasonable amount according to the service received without any special agreement"(p.5).

One aspect that can support hotel operations is proper Human Resource management. Human Resources in hotels are called employees. Hasibuan (2017) reveals that "Employees are the main wealth of a company, because without their participation, company activities will not occur"(p.12). In line with that, Hasibuan (2017) also explains that employees are planners, actors, and always play an active role in every activity of the Company (p.12). HR management according to Wayan Suwathi (2008) is very important in a company, especially one of that is a company engaged in the hospitality industry. The Hospitality Industry is a service industry that is "laborintensive", and "people-based industry" means that it involves a lot of competent and professional labor, and employees are the main asset (Shazadi, et al., 2014).

Setiawan (2016) said that the key to the success of the hotel industry is determined by the satisfaction of the guests and the satisfaction of the guests is largely determined by the service and hospitality provided by all hotel employees from the top to the officers in the field. Performance is influenced by several factors put forward (Budy, 2010, p. 54), among others: "Employee satisfaction, employee ability, motivation, work climate, and leadership". Based on this theory, various efforts are made to maintain these

five factors. One of the factors that drive employee performance improvement is a person's effort which depends on how he carries out leadership activities in it, through the right leadership system, it will be able to lift a company that is collapsing or waiting for the time to stop operating to recover and improve its performance (Anugrah, 2017).

(Miftah Thoha, 2010) stated: "Leadership is an activity to influence people to be directed to achieve organizational goals. Leadership includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve the group and its culture"(p.5). In another perspective, Chung and Megginson in (Wilson, 2012) define that "Leadership is the ability to influence others in a certain direction"(p.336). Many people have the same opinion as this opinion, both from practitioners and theorists.

Lee-Ross (2010) says that leadership has a very close relationship with motivation, because the success of a leader in mobilizing others in achieving predetermined goals is highly dependent on authority, and also the leader in creating motivation within each subordinate, colleague or superior leader himself. Motivation itself means that an impulse that causes someone to do an action to achieve a certain goal. Motivation comes from the word motive (motive) which means "drive" or stimulation or "driving force" that exists within a person. According to Weiner quoted by (Elliot et al., 2000), motivation is defined as an internal condition that arouses us to act, encourages us to achieve certain goals, and keeps us interested in certain activities. According to Uno (2007, p.23), motivation can be interpreted as an internal and external drive within a person which is indicated by the presence of desires and interests; drives and needs; hopes and ideals; appreciation and respect. Thus motivation has a direct relationship with individual employee performance.

Tamengkel and Rumawas (2020) said that motivation at work must be considered by the company in order to know the motives and motivations that employees want so that employees have a work spirit in achieving planned company goals and ultimately have employees who have the ability of skills and proficiency at work. Mangkunegara (2008, p.61) states that "Motivation is formed from attitude in dealing with work situations in the company (situation)". Based on some of these opinions, it can be concluded that motivation is an impulse that arises from within each individual, without coercion from anyone to do a job. The above conditions can be drawn a red thread that affects

employee work results (performance) including how the attitude of a leader in supervising his employees and providing encouragement and positive influence on employees to work optimally so as to achieve company targets and goals.

There are several hotels (3 hotels as sample) in Bandung that are included in the classification of four-star hotels in North Bandung : Hotel X , Hotel Y Hotel and Hotel. It is very interesting because these hotels can still survive in the midst of competition with other four-star hotels especially while facing covid 19 since 2020 and afterward until now, which will later be researched regarding employee performance.

Based on research conducted in three four-star hotels, namely Hotel X, Hotel Y and Hotel Z through researcher monitoring and interviews with several employees, it is known that the phenomenon of leadership roles in the three hotels is not appropriate and appropriate, which causes performance to decline by looking at the dimensions of leadership, namely: leadership as an innovator, namely leaders who lack adequate experience, leadership as a communicator, namely leaders who lack two-way communication with employees, leaders as motivators, namely leaders who are rarely understood in giving direction to subordinates, and leaders as controllers, namely leaders who are less likely to provide encouragement in career development. There is an imbalance between the role of leaders in the three hotels and their employees, especially those related to work results, the position of General Manager as the main leader has a warm leadership style towards his employees, but it is not certain that leaders in the middle management line such as managers and department heads also have the same leadership traits and characteristics.

It is known that work motivation at Hotel X, Hotel Y and Hotel Z tends to decline because there are employee characteristics and some individuals who have unfavorable characteristics, thus causing a decrease in employee performance and not showing potential, employees of the two hotels are indicated to be very lacking in passion and enthusiasm for work, it is suspected that employees easily feel bored and are in a stagnant state, do not use time as much as possible and lack tenacity in completing work, lack of self-confidence and do not take into account the risks of work so that their work performance decreases. The declining work motivation is thought to be caused by several factors including employees feeling that the hotels do not increase salaries periodically, lack of appreciation

given to outstanding employees, lack of clarity in career development, and indications of closeness factors with leaders such as family relationships and friendships.

Based on the previous description of the research problem, the authors formulate the following research questions: how leadership, motivation, and performance exist; how leadership affects employee performance, how motivation affects employee performance, and how much leadership and motivation affect the performance of four-star hotel employees in the Rooms Division Department of North Bandung.

METHODOLOGY

The methods used in this research are descriptive methods and associative methods. Descriptive method is a way of describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations (Aguinis, 2013). The purpose of this descriptive research is to make a systematic, factual and accurate description of the facts, characteristics and relationships between the phenomena being investigated (Sugiono, 2018). In this method, descriptive problem-solving procedures are studied by describing the state of the research object at the time the research is carried out based on the facts that appear or as they are carried out by collecting data, processing and analyzing then drawing a conclusion. While the associative method is used in this study to determine the relationship or influence between two or more variables with the form of a causal relationship, namely a relationship that shows cause and effect.

Methods that collect data through filling out questionnaires and interviews. The implementation of this study aims to explain hypothesis testing about how the influence of independent variables, namely leadership and work motivation on the dependent variable, namely the performance of Hotel employees in North Bandung. The population in this study were all employees of the Rooms Division Department at four-star hotels, namely hotel X, hotel Y and hotel Z as many as all 124 employees.

The data analysis technique in the study used path analysis. "The path analysis model according to (Riduwan, 2014, p. 2), is used to find the relationship path between variables with the intention of whether there is a direct and indirect influence of the independent variables on the dependent variable". The path analysis model used in this study is the correlated path model, according to Dachlan Usman (2014) this model is an extension of multiple regression analysis using two exogenous variables, namely X1 and X2 with one

endogenous variable Y. Aims to determine the magnitude of the influence of independent variables consisting of leadership (X1), and work motivation (X2) on the dependent variable (Y), namely employee performance.

RESULT AND DISCUSSION

Leadership

The total responses of respondents regarding the leadership variable obtained a percentage got an average value of 54.2%. Based on the criteria table according to the percentage, the criteria for each statement fall into the average category quite well. Only in the ability to deliver communication objectives and the ability of leaders to encourage and motivate subordinates is assessed by respondents in getting the lowest score, namely. A leader must be able to communicate well. This is in accordance with the opinion of Terry and Rue (2010) that leadership is an activity to influence others to be directed towards achieving organizational goals. Good communication is part of the art of influencing others.

Table 1. Total Respondents' Responses Regarding Leadership

Statement	Total Score
Leaders always have innovation	57,3%
Leaders lead conceptually	53,5%
Ability to convey the purpose of communication	51,8%
Understanding in taking the essence of the talk	53,2%
Leaders encourage subordinates to take responsibility	51,6%
Contribution of thoughts and energy in achieving company goals	58,9%
Ability to provide supervision to subordinates	54,8%
Ability to manage human resources	52,4%
Total Score	54,2%

Source: Field data processing results, April 2025

Motivation

In the total responses of respondents to the motivation variable, it can be seen that all respondents' statements are in the good enough criteria. The average percentage is 55.1% so that it is in the good enough criteria. Only in the appreciation given by superiors for employee achievement and feelings of comfort at work got the lowest score. In accordance with Maslow's theory of motivation, human needs are divided into five levels. Physiological needs, security needs, the need to socialize, the need for appreciation and the need for self-actualization. According to this theory, it is clear that the need to be appreciated is

one of the motivations of employees at work.

Table 2. Total Respondents' Responses Regarding Motivation

Statement	Total Score
Employee satisfaction in the ability to complete difficult work tasks	53,4%
The company provides rewards for achievement	55,2%
Awards for outstanding employees if they reach the target	51,8%
Completing work equally with other employees	53,2%
Working in this company makes employees develop their abilities	55,5%
Satisfied with the status given by the company	58,9%
Can easily get along with colleagues	53,4%
The administrative system is very accommodating for employees	57,9%
Satisfaction with the supervision provided by the company	57,9%
Can work safely at work	58,2%
Feel satisfied because of the comfort obtained in the workplace	51,3%
Feel satisfied with the salary earned	54,8%
Total Score	55,1%

Source: Field data processing results, April 2025

Performance

In the total employee responses regarding performance variables, it can be seen that the total average score of respondents' answers is 55.1% with fairly good criteria. The highest score is 60.8% in the statement that employees feel motivated to achieve more. Only in the ability of employees to complete work on time has the lowest score of 51.9%. According to Mahmudi (2010, p.20), there are many factors that can cause employees not to complete tasks on time. Among them are personal factors of the employees themselves, leader factors that cannot motivate, team factors that cannot provide mutual support, situational factors in the form of environmental changes both external and internal.

Table 3. Total Respondents' Responses Regarding Performance

Statement	Total Score
Motivated to achieve better	60,8%
Feeling satisfied with the results of the work	55,5%
Always do the work on time	51,9%

Never absent when working	54,4%
ability to cooperate with colleagues	53,2%
Total Score	55,1%

Source: Field data processing results, April 2025

The Effect of Leadership and Motivation on Performance

To test the effect of leadership and motivation on performance in hotel X, Hotel Y and Hotel Z both simultaneously and partially, a Path Analysis statistical test was conducted. Leadership and motivation are as independent variables (exogenous) and performance as an effect variable (endogenous).

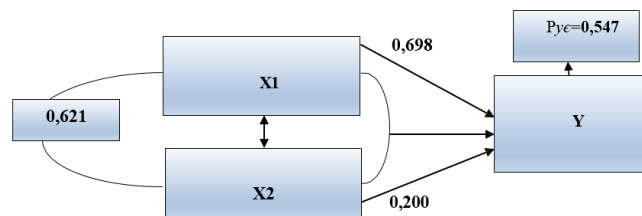


Figure 1. Path Analysis

Note: X1=Leadership, X2=Motivation, Y= Employee Performance.

$$\text{Regresi : } Y = 0,698X1 + 0,200X2 + \varepsilon 1$$

In Figure 1, it can be seen that leadership and motivation affect performance by 70.05% while the remaining 29.95% is influenced by other factors not examined by the author. However, when viewed partially, leadership is more dominant in influencing performance than motivation variables.

Table 4. Leadership and Motivation Affect Performance

Variabel	Direct Influence	Indirect influence		Total Influence
		X1	X2	
X1	48,65	-	8,70	57,35
X2	4,00	8,70	-	12,70
Total				70,05

The main objective of a business engaged in business is to make a profit from its business activities. Business-based hotels will certainly strive to make a profit for the continuity of the business and its employees. Therefore, it is important to optimize employee performance to provide

services to customers. With good employee performance, it will have an impact on achieving organizational goals. According to the results of the study, the effect of leadership simultaneously with motivation in influencing the performance of employees in North Bandung hotels is 57.35% (the influence of the leadership variable) and 12.70% (the influence of the motivation variable) so that the total influence of the two variables on performance is 70.05%.

In accordance with the opinion of Thoha (2010, p.52) the influence of leadership which consists of the dimensions of the leader as an innovator, leader as a communicator, leader as a motivator and leader as a controller, while Bangun (2017, p.319) states that motivation consists of the dimensions of motivating factors and hygiene factors and performance consists of the dimensions of the amount of work, quality of work, punctuality, attendance and ability to cooperate empirically from the results of data processing show significant results. There is a relationship between leadership and motivation on employee performance at Four star hotels in North Bandung (Hotel X, Hotel Y and Hotel Z). Leadership in an organization has an impact on the performance of its employees. This is in accordance with the role of a leader in providing direction, influencing and motivating employees to achieve company goals by improving employee performance. This study has limitations due to the time that is not possible and the limitations of the place that is used as a research site.

CONCLUSION

Leadership in North Bandung hotels (Hotel X, Hotel Y and Hotel Z) in the good enough category. According to employees, the leadership is good enough in contributing thoughts and energy in achieving company goals. Next is the assumption that leaders always have innovations in every direction given to subordinates.

The motivation of Hotel employees in North Bandung (Hotel X, Hotel Y and Hotel Z) is in the sufficient category, where the motivation variable is the aspect of employees feeling quite satisfied with the status provided by the company. Furthermore, employees feel job security is quite good and employees can work safely in the environment where they work. The motivation factor is still part of the hygiene factor. As for the motivator factor (job satisfaction factor itself) is not too dominant in this study.

The performance of Rooms Division Department employees in North Bandung hotels (Hotel X, Hotel Y

and Hotel Z) is in the good enough category, namely the amount of work and the quality of work. Where employees feel motivated to perform better than before. Another measure is that employees feel satisfied with the results of their work.

The influence of leadership on employee performance in the Rooms Division Department at a four-star hotel in North Bandung (Hotel X, Hotel Y and Hotel Z) according to the research results, leadership has both direct and indirect influences on employee performance. The direct influence has a greater impact than the indirect influence. The influence of motivation on employee performance in the Rooms Division Department at a North Bandung hotel (Hotel X, Hotel Y and Hotel Z) has a direct and indirect influence on employee performance. However, the total direct and indirect influence of motivation on performance is smaller when compared to the influence of leadership on performance.

The influence of leadership and motivation on employee performance in the Rooms Division Department at a North Bandung hotel (Hotel X, Hotel Y and Hotel Z), according to the research data, is significant. The total direct and indirect influence of leadership on employee performance is higher than the influence of motivation. The direct and indirect influence of motivation on employee performance in this study is lower in influencing employee performance. The total influence of leadership and motivation variables on employee performance is significant on employee performance in the Rooms Division Department at a North Bandung hotel (Hotel X, Hotel Y and Hotel Z).

This study emphasizes the influence of leaders to be very important in an organization to provide its role as an innovator, communicator, controller and motivator. Its role in providing direction and motivation will have an impact on employee achievement and motivation so that it can improve its performance.

For further research, future research can be investigated for stars 2 and 3 where with limited employees, sometimes employees do double work in the rooms division department.

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be the location for this research.

DECLARATIONS

This study was approved by the ethics board of NHI Bandung Tourism Polytechnic with approval number B/ND/59/PS.02.01/PTP.1.13/2025. All participants have given their consent, and this research was conducted under ethical guidelines ethical guidelines to ensure confidentiality, privacy, and participation.

ETHICAL APPROVAL

This study was approved by the Ethics Committee of NHI Bandung Tourism Polytechnic with approval number B/ND/59/PS.02.01/PTP.1.13/2025. All participants gave informed consent, and the study was conducted under peer ethical guidelines to ensure confidentiality, privacy, and voluntary participation.

INFORMED CONSENT

All participants in this study provided informed consent prior to their involvement. They were fully informed about the purpose, procedures, potential risks, and benefits of the research, and their participation was voluntary.

DATA AVAILABILITY

The data used in this study are available upon request from the corresponding author. Access to the data may be subject to ethical or legal restrictions.

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