

# Leadership Style toward Employee Performance Evaluation in Hotel Industry

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**Abstract:** The purpose of this research is to determine whether there is any significant effect between job stress, conflict and leadership together or partially on the Housekeeping Department employee performance of the Gran Melia Jakarta, and to find out where the most dominant variable effect on employee performance. The population in this study are all Housekeeping Department staffs at the Gran Melia Jakarta, which amounted to 72 respondents. Meanwhile, in determining the number of samples, the author used simple random sampling method taken only from the 42 respondents due to the limited amount of research time. The methods of data analysis used multiple linear regression. Based on the results obtained: 1) Job Stress has no effect to employee performance, 2) Conflict has no effect to employee performance, 3) Leadership style is partially a significant correlation with employee performance, and 4) Job Stress, conflict and leadership style simultaneously has significant effect on employee performance. The managerial implementation of this research is providing the recommendation for Executive Housekeeper of Gran Melia Jakarta to develop the leadership style; competencies of intelligence, motivation, insight and emotion for all Supervisor.

## 1 INTRODUCTION

The tourism sector is one of the leading sectors of the Indonesian economy. In supporting the activities of the sector, companies related to tourism, either directly or indirectly of course have to prepare ourselves so we can help the success of the mission of the government. Hotel business is one of the travel business operators should actively help the government's efforts to promote an increase in the contribution of the tourism sector. Maintaining cleanliness and tidiness in the entire hotel is an absolute, because the first impression whom the guests who come to stay are related to the cleanliness of the hotel area itself.

The business will conceivably battle to staff existing and new hotels. Intensifying this circumstance are the numerous other activity and vocation alternatives that exist today, which means any industry, including the hotel industry, needs to vie for suitable human capital. (Brien, Thomas, & Brown, 2017) The employee performance of such job, it's not impossible happen stress upon the employees themselves, and also may present a conflict among housekeeping staffs itself, and this

means it can affect the performance of its employees, also decrease the quality of service to the guests who will be staying. It can be imagined what happens when the housekeeping employee performance decline due to stress and conflict in misery. The purpose of this research is; 1) To analyze the effects of job stress on employee performance, 2) to analyze the effect of conflict on employee performance, 3) to analyze the effect of leadership style on employee performance, and 4) to analyze simultaneously effect of job stress, conflict and leadership style on employee performance.

## 2 LITERATURE REVIEW

### 2.1 Job Stress

Job stress has been defined as a circumstance in which a labour's attributes connect with work components to realize changes in his or her physiological state which contrarily influence working. An investigation of restorative officers announced that the precursors of employment push were part issues, work over-burden, requesting

social contacts what's more, poor economic wellbeing while the outcomes included turnover, non-attendance, psychosomatic maladies, work disappointment and burnout (Tongchaiprasit & Ariyabuddhiphongs, 2016).

Excessive stress will cause changes in behaviour, psychological, and emotional of an employee so as to interfere with the employee performances including the quality and quantity of job that will ultimately affect the implementation or otherwise of the company's objectives. From the theory by Ivacevich (2016), which outlines internal factors cause job stress are:

### **2.1.1 Political Organization**

Activities politics and power struggles can create friction, improve dysfunctional competition between individuals and groups, and increased stress.

### **2.1.2 Organizational Culture**

The personality of an organization formed mainly by top executives.

### **2.1.3 Career Development Opportunities Are Not Sufficient**

Stressor career development opportunities which may act as stressors when they become a source of worry, anxiety and frustration.

### **2.1.4 Reduction in the Numbers of Employees**

Reduction in the number of employees is generally associated with a reduction in human resources through dismissal, attribution, transfer or early retirement.

## **2.2 Conflict**

In addition to the job stress, other factors that can affect the employee performances, is the existence of a condition of employment conflict in the job environment. This conflict is caused by factors of their different knowledge, organizational commitment are lower, and the power-based interests (Jalaludin, 2013). Nevertheless, the labour conflict is felt important and very influential on the employee performances in a company and must be faced and known indicator by any manager of the company. As according to Fusch (2015) which states that if the conflict was managed properly can be a positive influence for the organization; and if it is

not considered then a defect causes weakness and failure in the organization. "In this case, the author uses the theory of Mulki (2017), which revealed that the indicators of impending conflict are as the existence of a condition of potential opposition or incompatibility. Where in this condition the occurrence of any communication difficulties, and the existence of a condition between the two or number of employees whose jobs are interdependent, who feel angry, who consider others guilty, acted with the specific ways that can affect their own performance as an indicator the occurrence of a conflict in which they job. These conditions include feelings, perception and actions in which the conflict was rooted.

## **2.3 Leadership**

Leadership is generally understood as a pattern of behavior demonstrated leader in its leadership in interacting with subordinates in order to achieve organizational goals. The leader must be able to move and directing subordinates to actualize all forms of duties in terms of carrying significantly. In this study, the authors take a couple of theories about leadership from Buil (2018), who argued that in order to become an effective leader and can perform the functions of leadership well there are several criteria, including: intelligence, ability motivate subordinates, having an extensive knowledge and authoritative, and emotional maturity. To measure the performance of the employee, Puck (2014), which revealed there was some degree to which a person's success in completing the job, which can be seen in the indicator as an indicator which records the quality and trustworthiness and the value range of performance (from unsatisfactory to the outside usual).

## **3 RESEARCH METHOD**

### **3.1 Research Design**

The design used is the that of the survey, an inquiry held to ascertain facts - facts about the phenomenon - a phenomenon present in society and seek information more actual and systematic. In this study, limited to three factors that are considered important that job stress (X1), conflict (X2), leadership style (X3) and its relationship with employee performance (Y).

### 3.2 Population And Sample

The study population in the Housekeeping Department, Gran Melia Jakarta totaled 72 people, while, in determining the number of samples using the formula of Slovin, obtained results of 42 samples. Use simple random sampling technique, where the number of samples taken only 42 due to time constraints of the study.

### 3.3 Source of Data Collecting

The total population were 72 with the details to 16 people supervisor levels and 26 level of rank and file. The samples were examined in this study to the Housekeeping Department staffs, Gran Melia Jakarta total of 42 people.

## 4 RESULT AND DISCUSSION

### 4.1 Simultaneous Hypotheses Test

To do test the first hypothesis, that is anticipated that the variables of job stress, conflict and leadership together significant effect on the employee performance in Housekeeping Department of Gran Melia Jakarta, it will be used by F-test.

Hypothesis I

H0: Suspected that the variables of job stress, conflict and leadership together no significant effect on the employee performances in the Housekeeping Department of Gran Melia Jakarta.

Ha: It was alleged that the variables of job stress, conflict and leadership together significant effect on the employee performances in Housekeeping Department of Gran Melia Jakarta.

Table 1. The Coefficient of F-Test Variables of X1, X2, and X3 to Y ANOVA b.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	931.674	3	310.558	15.686	.000a
Residual	752.326	38	19.798		
Total	1684.000	41			

a. Predictors: (Constant), leadership, stress, conflict

b. Dependent Variable: performance

From the results of the above table, it is known that the value of F obtained at 15.686 and  $\rho = 0.000$ .

Because  $\rho < 0.05$ , it can be concluded that the variables of job stress, conflict and leadership together significant effect on the employee performances in Housekeeping Department of Gran Melia Jakarta. Thus, the hypothesis H0, alleged that the job stress variables, conflict and leadership together no significant effect on the employee performances in the Housekeeping Department of Gran Melia Jakarta rejected and Ha which reads suspected that the job stress variables, conflict and leadership jointly have a significant effect on the employee performances in the Housekeeping Department of Gran Melia Jakarta received. Thus the first hypothesis proved to be true. Based on the analysis above table are the value of R square (coefficient) of 0, 554. That is a 55.4% contribution of job stress, conflict and leadership variables on the employee performances while the rest influenced by other factors not examined in this study.

The results of this study reinforce the theory advanced by Kensbock (2016) which mentions the influence caused by stress on the performance of the employee, in which excessive stress would cause the employee frustrated and degrade performance. Housekeeping Department of Gran Melia Jakarta as one department that occupies position number two with the number of employees the highest in carrying out their daily duties, often experiencing labor conflict that resulted in the emergence of industrial relations unhealthy among employees and between employees and superiors. Given this unhealthy relationship, indirectly lead to the emergence of direct job stress experienced by employees. Stress caused by employees characterized by the onset of symptoms experienced by employees, such as: irritability, feeling lost time at work, loss of confidence, and often bored with their job. Conflict of job caused more often occur due to frequent superiors wrong in interpreting job to be done by their employees. In addition, because many of the supervisors in the Housekeeping Department of Gran Melia Jakarta does not have the maturity to lead, having authoritarian nature in the lead, so the conflict and friction often arises between staff and employer. Their unhealthy organizational climate also affects the working atmosphere in this department. The organizational climate only overview from one side of fault to the employees as also a major factor in the emergence of conflict and stress of work in this department. With the conflict, job stress and also the leadership factor, it directly affects the employee performances.

## 4.2 Partial Hypothesis Test

To test the hypothesis to two, that is anticipated that job stress variables, labour conflict and leadership partially significant effect on the employee performances in the Housekeeping Department of Gran Melia Jakarta, then the hypothesis testing will be used t test.

Hypothesis II.

Ho: It was alleged that the variables of job stress, conflict and leadership partially no significant effect on the employee performances in Housekeeping Department of Gran Melia Jakarta.

Ha: It was alleged that the variables of job stress, conflict and leadership are partially significant effects on the employee performances in the Housekeeping Department of Gran Melia Jakarta.

Table 2. Regression Equations Variables of X1, X2, and X3 to Y.

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	45.261	12.192			3.712	.001
Stress	.096	.140	.081		.681	.061
Conflict	-.090	.135	-.080		-.668	.062
Leadership	.442	.066	.742		6.669	.000

The T-test can be seen from the table above, where the value of job stress variables of  $t = 0.681$  and  $p = 0.061$ . The value of labour conflict variable of  $t = -0.668$  and  $p = 0.062$ . The leadership value variable of  $t = 6.669$  and  $p = 0.000$ . Because the value of  $p$  is below  $0.05$  ( $p < 0.05$ ), then the hypothesis that Ho, alleged that the variables of job stress, conflict and leadership partially no significant effect on the employee performances in Housekeeping Department of Gran Melia Jakarta rejected, Ha, alleged that the variables of job stress, conflict and

leadership are partially significant effect on the employee performances in the Housekeeping Department of Gran Melia Jakarta. Then the second hypothesis proved to be true.

On the table in the value of B constant can also 45.261 means is if the job stress, labour conflict and leadership ignored the value of the performance will decrease by 45.261. The value B to the job stress of 0.096, meaning that is if every staff of all unit increase in job stress will improve performance by 0.096. The values of conflicts of -0.090, meaning each increase of one unit of labour conflict will degrade performance of 0.090. The leadership value of 0.442, meaning that is if every staff of the unit increase in leadership will improve performance by 0.442. To employees should be linked to whether the stress is caused by these pressures are still in a reasonable state. The stress is too low actually causing the employee not motivated to excel.

From the point of view of organization, management may not worry if employees experiencing mild stress, because at a certain level of stress it will give a positive result.

As it is influenced by the job stress, then the employee's performance Housekeeping of Gran Melia actually is being accelerated and likely to increase performance. Hotel job life erratic, sometimes if the increased hotel occupancy, housekeeping employee performance will be more motivated, because the number of rooms and also the task of maintaining the cleanliness of the increasingly large volumes. But if the hotel occupancy declined, consequently housekeeping employees tend to become lazy and indirectly degrade their performance. With the pressures of party bosses, then it implies that their performance will be accelerate and the housekeeping staff was not too long complacent in their laziness. It will come by the employees who are always ready to work, although in any condition.

The leadership style is closely related to the maturity in the field of work and maturity in the psychological field (Brien, 2017). Revealed the presence of several criteria properties required of a leader, in order to perform its functions effectively, namely: the level of intelligence, ability to motivate, authority, insight, confidence, tolerance to stress, sincerity and honesty, and emotional maturity.

As explained above, in performing daily duties in the Housekeeping Department of Gran Melia Jakarta, between the employee and his superiors, the conflicts often arise that lead to the emergence of job stress among employees, however, these two factors do not significantly affect the employee

performances (Karatepe, 2018). The onset of labor conflict and stress often results from the leadership style owned by the superiors. When the working atmosphere becomes conducive, and often create conflicts and frictions between employer and employee, which can indirectly conflict and job stress, where due to these two factors, may affect the performance of its employees. Impact and friction are often not responded wisely by superiors, but often addressed arrogant. The boss often take action to punish employees who are considered not follow the rules that have been made by management, where such penalties often lead to the dismissal of the employee.

## 5 CONCLUSION

Based on the results of testing hypotheses about the influence of Job Stress, Conflict and Leadership on Employee Performance can be summarized as follows:

Job Stress, Conflict and Leadership Styles variables are simultaneously significant effect on the Employee Performance variable. Leadership style is partially significant effect on the Employee Performance variable. While the variables of Job Stress and Conflict as partial variables did not significantly affect the Employee Performance variables. There is no dominant variable, considering only one variable that affects the variable is the Employee Performance Leadership variable.

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