

## THE INFLUENCE OF LEADERSHIP STYLE, JOB SATISFACTION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT HOTEL PURI SANTRIAN SANUR

I Made Galih HENDRAWAN<sup>1\*</sup>, I Made SETENA<sup>2</sup>, Made Pratiwi DEWI<sup>3</sup>

<sup>1,2,3</sup>Faculty of Economics and Business, Warmadewa University, Bali, Indonesia

### Abstract:

The following research was conducted based on the issues occurring at the research site, specifically regarding the number of tourist visits to Hotel Puri Santrian Sanur, which has changed yearly. This research aims to test and analyze the influence of leadership style, job satisfaction, and work discipline on employee performance. With a total sample of 85 respondents processed using a saturated census technique, all data obtained from the distributed questionnaires were deemed suitable. The data were then analyzed using multiple linear regression and hypothesis testing (F-test and t-test) processed with SPSS 26. The study results indicate that leadership style, job satisfaction, and work discipline positively and significantly affect employee performance at Hotel Puri Santrian Sanur. Leadership style, job satisfaction, and work discipline have a significant impact on employee performance at Hotel Puri Santrian Sanur. Leadership style positively and significantly affects employee performance at Hotel Puri Santrian Sanur. Job satisfaction positively and significantly influences employee performance at Hotel Puri Santrian Sanur. Work discipline positively and significantly affects employee performance at Hotel Puri Santrian Sanur.

**Keywords:** Leadership Style, Job Satisfaction, Work Discipline, Employee Performance

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Corresponding Author\*

([galih05hendrawan@gmail.com](mailto:galih05hendrawan@gmail.com))



## INTRODUCTION

Tourism in Bali is closely linked to accommodations such as hotels and restaurants that support the tourism sector. In addition to accommodation support, skilled human resources (HR) are essential for managing these facilities effectively. One way to succeed in the tourism industry is by preparing, educating, and training individuals passionate about this field. Consequently, numerous accommodation facilities, including hotels, play a significant role in contributing to national revenue. Tourism development in Indonesia, particularly in Bali (the Island of the Gods), has been rapid. Various attractive tourist destinations are popular among local and international visitors who come to enjoy the island's beauty. Tourism development organization involves building accommodation facilities, one of which is hotels. According to Sulastiyono (2011:6), a hotel is a commercial facility that utilizes part or all of its infrastructure to provide accommodation, food, beverages, and various other services beneficial to the community.

Given that many hotel staff activities are directly related to tourist visits, staff must provide the best service to visitors. To deliver optimal performance to tourists, it is crucial to pay attention to staff performance. Performance is one aspect that demonstrates an organization's success in achieving its targets. High-performing employees are typically loyal and find their work engaging, while low-performing employees may view their jobs as tedious and feel compelled to work. Mangkunegara (2015:67) states that "performance is the consequence of activities in terms of skills and competencies acquired by employees while fulfilling their responsibilities in proportion to their accountability." To achieve organizational goals, particularly in the hospitality industry, companies need employees who can enhance quality and competence in managing their operations. Leadership style is one aspect that influences employee performance. Essentially, if managers want to achieve high performance within their organization, they should focus on the factors that affect their employees' performance. Kasmir (2017:189) explains the aspects that govern performance, including impact and work attitude, capability and talent, knowledge, dialogue, character, inspiration, leadership, leadership style, organizational culture, job satisfaction, workplace, loyalty, engagement, and work discipline.

**Employee Performance.** As stated by Ni Made Nurcahyani (2016:503), employee performance is the result of employee attitudes, which should be assessed based on the quality and quantity of the duties performed.

**Leadership Style.** According to Billy Tamarindang (2017:3), leadership is crucial for organizational improvement because poor leadership makes it difficult to achieve organizational goals. When a leader tries to influence others' attitudes, they must consider their leadership style, including how they fulfill their leadership responsibilities and how they are perceived by those they lead.

**Job Satisfaction.** Robbins (2015:170) explains that job satisfaction is the general perception of an individual's performance, contrasting the rewards received by employees with what they believe they should receive. Each employee exhibits different behaviors, meaning that the criteria for job satisfaction vary, and the degree of job satisfaction can also have different influences.

**Work Discipline.** According to Poltak Sinambela (2018:334), discipline consists of two words with distinct meanings. Discipline refers to an individual's willingness that arises from self-awareness and adherence to the rules applicable in the organization, while work refers to the effort made by someone to derive value from their job. The meaning of work discipline is the understanding and willingness of individuals to comply with all instructions in accordance with the norms prevailing in the organization.

## METHODS

This research was conducted at Hotel Puri Santrian Sanur. The focus of this study is on the employees of Hotel Puri Santrian Sanur, specifically to understand their responses to leadership style, job satisfaction, and work discipline. The population of this research includes all employees of Hotel Puri Santrian Sanur, totaling 85 individuals. The procedure for ensuring the sample used a saturated sampling technique or census. The data processing method employed multiple linear regression.

## RESULT AND DISCUSSION

**Table 1.** Multicollinearity Test Results

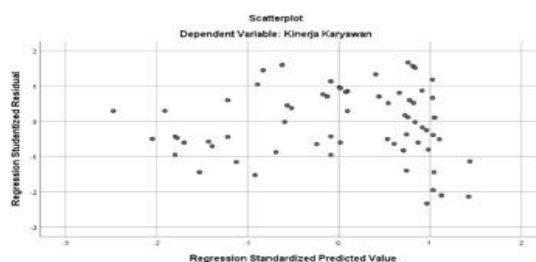
		Coefficients					Collinearity Statistic	
Model		Unstandardized Coefficient		Standardized Coefficients	t	.Sig		
		B	Std. Error	Beta			Tolerance	VIF
1	Constant	-1.642	.884		1.837	.070		
		.362	.045	.490	7.979	.000	.763	1.311
		.261	.053	.316	4.942	.000	.706	1.417
		.246	.055	.291	4.469	.000	.677	1.477

a. Dependent Variable: Employee Performance

Source: Data processed in 2024

It can be observed that no independent variables have a tolerance value below 0.10, and no independent variables have a VIF value above 10. Therefore, the regression model is free from multicollinearity issues.

### Heteroskedasticity Test.



Source: Data processed in 2024

**Figure 1.** Heteroskedasticity Test Results

The examination with the scatterplot indicates that the points are indeed scattered randomly both above and below the zero mark on the Y-axis. Therefore, there are no signs of heteroskedasticity in this regression pattern.

### Simultaneous Significance Test.

**Table 2.** Result Of F-Test

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1032.125	3	344.042	88.905	.000 <sup>b</sup>
Residual	313.451	81	3.870		
<b>Total</b>	<b>1345.576</b>	<b>84</b>			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant). Leadership Style, Job Satisfaction, Work Discipline

source: Data processed in 2024

The calculated F-value (88.905) is greater than the F-table value (2.72), and the significance level of F is  $0.000 < 0.05$ . Therefore, the variables of leadership style (X1), job satisfaction (X2), and work discipline (X3) simultaneously have a significant impact on employee performance at Hotel Puri Santrian Sanur.

### Partial Significance Test.

**Table 3.** Result Of T-Test

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 Constant	0,402	0,098	0,380	4,097	0,000
Leadership Style	.362	.045	.490	7.979	.000
Job Satisfaction	.261	.053	.316	4.942	.000
Work Discipline	.246	.055	.291	4.469	.000

Dependent Variable: Employee Performance

source: Data processed in 2024

1. The impact of leadership style on employee performance is found to be significant at  $0.000 < 0.05$ , with a t-value of (7.979) > t-table (1.664), indicating that leadership style has a positive significant effect. This concludes that the better the leadership style, the more effective the employees will be.

2. Job satisfaction's effect on employee performance shows a significance level of  $0.000 < 0.05$ , with a t-value of  $(4.942) > t\text{-table } (1.664)$ . This means that changes in job satisfaction have a positive significant impact on employee performance. It concludes that as job satisfaction increases, employee performance will also improve.
3. The relationship between work discipline and employee performance is found at a significance level of  $0.000 < 0.05$ , with a t-value of  $(4.469) > t\text{-table } (1.664)$ . This indicates that employee performance increases as work discipline improves.

## CONCLUSION

1. Leadership style, job satisfaction, and work discipline have a significant impact on employee performance at Hotel Puri Santrian Sanur.
2. Leadership style positively and significantly affects employee performance at Hotel Puri Santrian Sanur.
3. Job satisfaction positively and significantly influences employee performance at Hotel Puri Santrian Sanur.
4. Work discipline positively and significantly affects employee performance at Hotel Puri Santrian Sanur.

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