



The Influence of Leadership Style on Employee Performance at the *De Paviljoen* Hotel Bandung

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Abstract: The main problem in this study is the performance of employees at the De Paviljoen Bandung hotel. This problem is thought to have arisen because the leadership style applied has not met expectations. The method used in this study was an explanatory survey, in which the population measured was De Paviljoen Bandung hotel employees, totaling 92. Then a sample of 48 was taken using the Proportionate Random Sampling method. This study shows that leadership style has a positive and significant effect on employee performance. That is, leadership style is one of the factors that can encourage increased employee performance at Hotel De Paviljoen Bandung. Increasing leadership styles, especially transactional leadership styles, can improve employee performance, especially on employee job knowledge. The good thing about the leadership style at Hotel De Paviljoen is the level of firm decision making. Meanwhile, the performance that has been good and can be maintained is the level of ability of employees who can always cooperate with colleagues. On the other hand, the leader's ability to govern employees, the level of encouragement for the development of subordinates, and the level of clarity of task structure at work need to be improved. In terms of performance, it is necessary to increase the ability to complete work in accordance with the amount of work, skills, ideas and creativity. Another thing that needs to be improved is attendance and how to work according to a predetermined work schedule.

Keywords: Leadership Style, Performance.

INTRODUCTION

Indonesia has natural potential such as diversity of flora and fauna, historical heritage as well as arts and culture. All of this is a resource and capital for efforts to develop and increase tourism. This increase can increase national income which has an impact on improving people's welfare. Tourism is one of the industries that contributes the country's largest foreign exchange, expanding employment opportunities and increasing Gross Regional Domestic Product (GRDP). To support tourism development, the government

issued Presidential Decree no. 38 of 2005 concerning all sectors must support Indonesia's tourism development.

The city of Bandung as the capital of West Java province is one of the destinations that tourists are interested in. The city of Bandung is one of the cities in Indonesia that has superior history, culture, nature and the friendliness of its people. The large interest of tourists in visiting Bandung has triggered increased opportunities in this type of business, both the tourist attraction itself and other businesses related to tourist activities such as hotel accommodation, transportation, culinary and so on. The growth of tourism in the city of Bandung can be seen from the development of the number of tourists, both foreign and domestic tourists visiting the city of Bandung.

Table 1 Number of Foreign and Indonesian Tourists in Bandung City 2011-2016

| Year | Traveler | | Amount |
|------|----------|-----------|-----------|
| | Overseas | Domestic | |
| 2011 | 25,585 | 6,487,239 | 6,712,824 |
| 2012 | 176,855 | 5,080,584 | 5,257,439 |
| 2013 | 176,432 | 5,388,292 | 5,564,724 |
| 2014 | 180,143 | 5,627,421 | 5,807,564 |
| 2015 | 183,932 | 5,877,162 | 6,061,094 |
| 2016 | 173,036 | 4,827,589 | 5,000,625 |

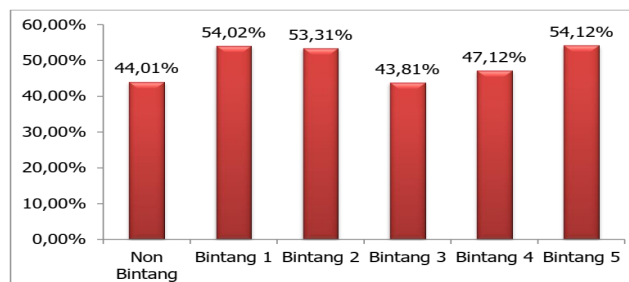
From the table above, it can be seen that tourist visits to the city of Bandung during 2011-2016 decreased by an average of 4.92 % per year . On the other hand, the availability of hotels in the city of Bandung is relatively large .

Table 2 Number of Hotels Based on Hotel Classification in Bandung City, 2016

| Classification | Amount | Room |
|----------------|--------|-------|
| 5 Star Hotel | 9 | 1,870 |
| 4 Star Hotels | 32 | 3,651 |
| 3 Star Hotel | 42 | 3,507 |
| 2 Star Hotel | 25 | 1,500 |
| 1 Star Hotel | 10 | 382 |
| Non Star | 218 | 6041 |

Source: Bandung City Culture and Tourism Department, 2017

fluctuating growth rate of tourists with a downward trend while the number of hotels available in the city of Bandung is relatively large, hotels in the city of Bandung need to develop offerings in various aspects in order to increase hotel visits and provide optimal satisfaction for consumers. So, in increasing the Hotel Occupancy Rate (TPK) , various things are done to attract tourists to stay at the hotel, both in terms of service, facilities, price and so on. Based on data from the Bandung City Central Statistics Agency (BPS), the Hotel Occupancy Rate (TPK) in the city of Bandung up to 2016 is as follows :



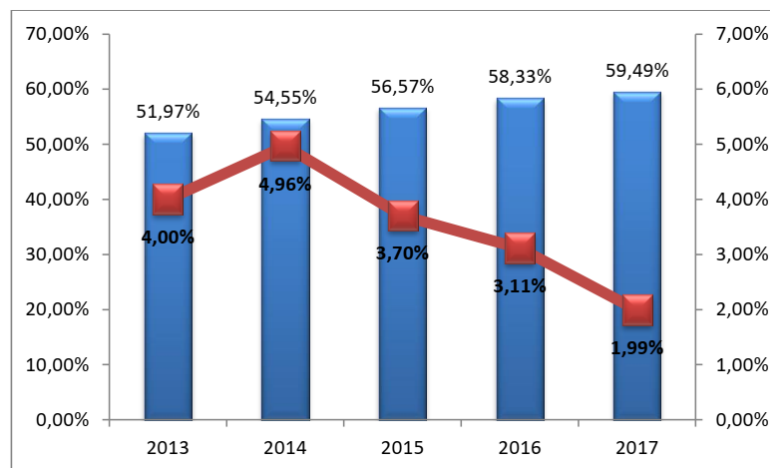
(Source: Bandung City Central Statistics Agency, 2017)

Figure 1 Hotel Occupancy Rate in Bandung City, 2016

The picture above shows that the highest hotel occupancy rate is in 1-star hotels, which reaches 54.02%, while the lowest is in 3-star hotels, which only reaches 43.81%. 4 star hotels only reached 47.12%, still above 3 stars but still below the occupancy rate for 5 star hotels which was able to reach 54.12%.

Hotel De Paviljoen Bandung which is a 4 star hotel located on Jalan RE Martadinata 68 Bandung and is known as Jalan Riau. In anticipating the level of competition in the hotel business, especially in the Star hotel classification, where the growth rate of tourist visits tends to decrease (4.92% per year) while the occupancy rate for star hotels is far below that of 5 Star hotels, 1 Star hotels, 2 Star Hotels, and it is possible that the hotel occupancy rate will be shifted by the occupancy rate of 3 Star hotels. So the De Paviljoen Bandung hotel is trying to anticipate by offering such as hotel decoration with a unique contemporary colonial style with an atmosphere of Bandung street lifestyle to be able to create an ideal setting for a stay in this beautiful and historic city. Then, with the hotel's perfect location, it is possible to easily reach and explore the most visited shopping and culinary areas in Bandung. Apart from that, De Paviljoen Bandung has 145 rooms supported by various facilities such as three *food outlets* (*keuken restaurant, koffie lounge, and vesper sky bar and rooftop*), four facilities *meeting room, swimming pool, spa, gym and kids club*.

The unique hotel style that belongs to the De Paviljoen Bandung hotel and supported by complete and modern hotel facilities should have increased the growth rate of the De Paviljoen Bandung hotel occupancy, but in reality the growth rate of hotel occupancy has tended to decline, as shown in figure 2.



(Source: Hotel De Paviljoen Bandung, 2018)

Figure 2 The Average Growth Rate of TPK Hotel De Paviljoen Bandung

Based on Figure 2, it shows that during the last five years the average Room Occupancy Rate (TPK) of Hotel De Paviljoen Bandung has increased every year, reaching 56.18% per year. **However**, the increase in the average TPK each year is not followed by an increase in the average growth of the TPK. The average growth rate of TPK from 2014 to 2017 continued to decline, reaching an average of 0.99% per year. The decrease in average TPK growth in 2015 reached 3.70%, a decrease of 1.26% compared to the previous year which achieved growth of 4.96%, while the decline in 2016 reached 0.59% or only achieved growth of 3.11% compared to the previous year 2015 which was 3.70%. And the decline in average TPK growth in 2017 reached 1.12% or there was a decline in growth from 3.11% in 2016 to 1.99% in 2017.

Many factors can cause the low performance of the De Paviljoen Bandung hotel. According to Gomes (2007:135) that organizational performance is determined by the performance of the organization's employees themselves. Likewise with the statement from

Mahmood, Iqbal and Samsaa (2014: 86) which states that employee performance is the most important factor in organizational success, therefore there is a need to adopt an effective HR strategy that aims to improve employee performance in any organization based on practice. human Resources. Based on these two statements, the low performance of the De Paviljoen Bandung hotel is caused by the relatively low performance of employees. This is indicated based on employee assessment data at Hotel De Paviljoen Bandung (2017), as seen in table 3 below.

Table 3. 2017 De Paviljoen Hotel Employee Assessment Results in the Category All Levels of Position

| No | Assessment Material | Ranks & Files | | Supervisors | | manager | |
|---------|---------------------|---------------|--------|-------------|--------|---------|--------|
| | | Rate | Grades | Rate | Grades | Rate | Grades |
| 1 | productivity | 2,4 | D | 2,5 | D | 2,4 | D |
| 2 | Work quality | 2,2 | D | 2,4 | D | 2,5 | D |
| 3 | Enthusiastic Work | 2,2 | D | 2,5 | D | 2,5 | D |
| 4 | initiative | 2,3 | D | 2,5 | D | 2,6 | D |
| 5 | Cooperative | 2,1 | D | 2,5 | D | 2,5 | D |
| 6 | Discipline | 2,2 | D | 2,4 | D | 2,4 | D |
| 7 | Leadership | - | - | 2.0 | D | 2,2 | D |
| 8 | Solution to problem | - | - | 2.1 | D | 2,4 | D |
| Average | | 2,22 | D | 2.36 | D | 2.44 | D |

Source: Human Resources Department De Paviljoen Hotel, 2017

Table 4. Levels of Assessment Criteria

| Grades | Value Interval | Assessment Category |
|--------|----------------|---------------------|
| A | 3.50 – 4.00 | Tall |
| B | 3.00 – 3.49 | Above average |
| C | 2.50 – 2.99 | Average |
| D | 2.00 – 2.49 | Below average |
| E | 1.50 – 1.99 | Low |

Source: Human Resources Department De Paviljoen Hotel, 2017

Table 3 shows the performance of *De Paviljoen Hotel employees* based on the results of employee performance appraisals during 2017 which were generally still relatively low, both at *Rank & File*, *Supervisor*, and *Manager levels*. *The Rank & File* level only achieved an average score of 2.22 or fell into the "Below Average" category. Meanwhile, the *Supervisor level* shows an average score of 2.36, falling into the "Below Average" category. Thus, *the Manager level* shows an average score of 2.44.

Based on table 3 above regarding employee performance appraisal, which shows that the performance of De Paviljoen Hotel Bandung employees is still low. The lowest score at the *Rank & File level* is the cooperative level indicator, which only reaches 2.1, while at the *Supervisor* and *Manager level* the lowest score is on the leadership indicator, which only reaches a score of 2.0 and 2.2 respectively.

Lasri Bakara and Sukiswo (2015) through the results of their research on *Hotel Travelers Suites Medan* employees, concluded that leadership style has a positive and significant effect on employee performance. While Firda (2015) through the results of his research on *Grand Victoria* hotel employees, concluded that partially the transformational leadership style has a significant effect on the performance of hotel employees. Likewise with research conducted by Katim and Cucu Wiliyawati (2016) on *Merlynn Park Hotel Jakarta* hotel employees, who concluded that transactional leadership styles and motivation simultaneously proved to have an effect on employee performance.

Based on several statements above, the low performance of *De Paviljoen Hotel employees* is suspected to be due to the low level of leadership style. The low level of

leadership style at *De Paviljoen Hotel Bandung* is indicated based on the researcher's initial survey (2018) of thirty *De Paviljoen Hotel Bandung* employees , as seen in table 5 below.

Table 5. Leadership Style at De Paviljoen Hotel Bandung

| Dimensions | Leadership Style Indicators | 1 | 2 | 3 | 4 | 5 | Total |
|------------------|---|-------|-------|-------|-------|-------|--------|
| | | SR | R | N | Q | ST | |
| Transactional | Level of employee commanding ability | 1 | 10 | 9 | 6 | 4 | 30 |
| | Level of Firmness in making decisions | 2 | 8 | 7 | 7 | 6 | 30 |
| | Level of encouragement to subordinates' development | 1 | 7 | 8 | 9 | 5 | 30 |
| | Frequency | 4 | 25 | 24 | 22 | 15 | 90 |
| | Score | 4 | 50 | 72 | 88 | 75 | 289 |
| | Percentage (%) | 4.44 | 27,78 | 26.67 | 24.44 | 16.67 | 100.00 |
| | Average Score | 1.33 | 16.67 | 24.00 | 29,33 | 25.00 | 96.33 |
| transformational | The level of attention to the employee's condition | 2 | 8 | 10 | 6 | 4 | 30 |
| | Level of appreciation for employee work results | 3 | 7 | 7 | 7 | 6 | 30 |
| | The level of clarity of the task structure | 4 | 7 | 9 | 7 | 3 | 30 |
| | Level of responsibility for work | 1 | 8 | 10 | 7 | 4 | 30 |
| | Frequency | 10 | 30 | 36 | 27 | 17 | 120 |
| | Score | 10 | 60 | 108 | 108 | 85 | 371 |
| | Percentage (%) | 8.33 | 25.00 | 30.00 | 22.50 | 14,17 | 100.00 |
| Average Score | 2.50 | 15.00 | 27.00 | 27.00 | 21.25 | 92.75 | |

Description: SR: Very Low; R: Low; N: Neutral; Q: Height; ST: Very High
 Source: Initial Survey Results (2018)

Table 5 shows that the leadership style of *De Paviljoen Hotel Bandung* employees is generally still relatively low, both as reflected by transactional and transformational leadership styles. The transactional leadership style, which includes the level of ability to command employees, the level of firmness in making decisions, and the level of encouragement for the development of subordinates, is still perceived as low by employees or reaches 32.22%. Likewise, the transformational leadership style which includes the level of attention to employee conditions, the level of appreciation for employee work results, the level of clarity in task structures, and the level of responsibility perceived by employees is still relatively low, reaching 33.33%.

LITERATURE REVIEW

Leadership Style

Yukl in Ahmad and Gelaidan (2011: 3-4) states that leadership style is a combination of transformational leadership and transactional leadership, namely *transformational leadership has been defined as "the process of influencing major changes in the attitudes and assumptions of organization members and building commitment for the organization's mission or objectives. Transactional leadership is expected to be associated with employee commitment to organizational change* . Transformational leadership is defined as a process that influences major changes in the attitudes and assumptions of organizational members and builds organizational commitment to achieving organizational goals, while transactional leadership is expected to be linked to employee commitment to organizational change.

Still according to Ahmad and Gelaidan (2011:7) *leadership is a process of interaction between leaders and subordinates where a leader attempts to influence the behavior of his or her subordinates to accomplish organizational goals*. The discussion about leaders and leadership in general explains how to become a good leader, the styles and traits that are

appropriate to leadership and what requirements a good leader needs to have. Besides that, there are also many examples of good leaders and leadership so that it has its own charm to study it. However, it is still difficult to imitate, so in practice only a few leaders can apply leadership well and can bring their followers to the desired state.

Leadership Style Dimensions

The dimensions that measure leadership style in the research are adapted from Ahmad and Gelaidan (2011: 3-4), namely the dimensions of transactional leadership style and transformational leadership style

Employee performance

An employee's performance is an individual matter, because each employee has a different level of ability in carrying out their duties. Performance is an action, not an event. The performance action itself consists of many components and is not a result that can be seen immediately. Basically, performance is something that is individual, because each employee has a different level of ability. Performance (work performance) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him." (Mangkunegara, 2011:67).

According to Gibson, (2008:123-124) the factors that influence performance are

1. Factors from individual variables consisting of abilities and skills, background, and demographics.
2. The second factor that influences performance is psychological variables which consist of perception, attitude, personality, motivation, job satisfaction and job stress.
3. Meanwhile, the third factor that influences performance is organizational factors consisting of leadership, compensation, conflict, power, organizational structure, job design, organizational design, and career .

Abilities and skills play an important role in individual behavior and performance. An ability is a trait (innate or learned) that allows someone to do something mentally or physically. Skills are task-related competencies such as computer operating skills or communication skills clearly for group goals and missions.

Managers must match each person's abilities and skills with job requirements so that at work they can achieve performance (Gibson et al, 2008:127)

Employee job satisfaction is one thing that should be of concern to an industry, especially the service industry. According to Siagian (2011) this is because in a service industry, the object being sold or marketed is

a service whose quality is influenced by employee job satisfaction. Johan (2002: 7) believes that when a person feels satisfaction at work, he will certainly try as hard as possible with all his abilities to complete his work tasks. In this way, employee productivity and work results will increase optimally. It can be concluded that the more employee job satisfaction is met, the more automatically they will provide services with the best results to consumers. A person tends to work enthusiastically if he can get satisfaction from his work and employee job satisfaction is a key driver of employee morale, discipline and work performance in supporting the realization of company goals (Hasibuan, 2009: 203)

From the definition of employee performance above, it can be concluded that employee performance is the work result achieved by human resources in carrying out their duties in accordance with the responsibilities given by superiors in accordance with their role in a company.

Employee Performance Dimensions

Performance dimensions according to Gomes (2010:142), are as follows:

1. *Quantity of work* (quantity of work)

- a. The amount of work done
- b. The amount of work achieved in a certain period
2. *Quality of work* (quality of work)
 - a. Skills in carrying out tasks
 - b. The quality achieved is based on requirements and suitability and readiness
3. *Job Knowledge* (work knowledge)
 - a. Extensive knowledge of the job
 - b. Extensive knowledge of skills
4. *Creativeness* (creativity)
 - a. Ideation skills
 - b. Ability to resolve problems that arise
5. *Cooperation* (cooperation)
 - a. Willingness to cooperate with superiors
 - b. Willingness to collaborate with colleagues
6. *Dependability* (trustworthy)
 - a. Awareness of presence
 - b. Trustworthy in terms of presence
7. *Initiative* (initiative)
 - a. Passionate about carrying out tasks
 - b. Passionate about carrying out their responsibilities
8. *Personal qualities* (personal qualities)
 - a. Leadership
 - b. Personal integrity

Based on the theoretical description above, employee performance in this research is defined as the work results achieved based on the employee's ability to carry out and complete work in accordance with their respective authority and responsibilities. Employee performance is measured using eight dimensions adapted from Gomes (2010: 142), namely: dimensions of *quantity of work*, *quality of work*, *job knowledge*, *creativeness*, *cooperation*, *dependability*, *initiative*, and dimensions of *personal qualities*.

The Influence of Leadership Style on Employee Performance

Leadership is very necessary in an organization, a leader's ability to move or influence subordinates or employees is greatly influenced by external leadership factors. Individually, humans have special characteristics, and each human has its own approach to influencing or influencing other people.

The company's success is basically supported by effective leadership, where with his leadership he can influence his subordinates to raise their work motivation to participate in common goals. A leader is a person who applies principles and techniques that ensure motivation, discipline, and productivity when working together with people, tasks, and situations in order to achieve company goals.

Thoha (2010: 42), reveals that by using leadership, leaders will influence the perceptions of subordinates and motivate them, by directing employees to task clarity, goal attainment, job satisfaction, and effective work execution. This is confirmed by Robbins (2012: 432) who reveals that leadership is the ability to influence a group toward achieving goals. The employee's ability to achieve the organization's goals and objectives is a reflection of employee performance. So it can be concluded that leadership style has a big role in improving employee performance

Previous research

1. In research by Lasri Bakara and Sukiswo (2015) regarding the influence of leadership style on employee performance. The influence of leadership style on employee

- performance at the *Travelers Suites Hotel* Medan. Data analysis using simple linear regression, hypothesis testing using the coefficient of determination and partial test, the results of this research show that leadership style has a positive and significant effect on employee performance at the Hotel Travelers Suites Medan.
2. Research from Firda (2015) through the results of his research on employees of the *Grand Victoria* Samarinda hotel regarding the influence of transformational leadership style and work discipline on employee performance, concluded that partially the transformational leadership style had a significant effect on employee performance at the Grand Victoria hotel as evidenced by the significant value of $0.000 < \alpha (0.05)$ or t-count $7.928 > t\text{-table } 1.9853$. and work discipline has a significant effect on employee performance at the Grand Victoria hotel as evidenced by the significant value of $0.000 < \alpha (0.05)$ or t-count $3.995 > t\text{-table } 1.9853$. And simultaneously the transformational leadership style and work discipline have a significant influence on employee performance at the Grand Victoria hotel in Samarinda, as evidenced by the significant value of $0.000 < \alpha (0.05)$ or the F-count value of $51.726 > F\text{-table } 3.09$.
 3. In Sinangdoyo's research (2015) concerning the effect of job satisfaction, work motivation and leadership style on employee performance at Grand Orchid Solo Hotel, concluded that job satisfaction has a positive effect on employee performance, motivation has a positive effect on employee performance, leadership has a positive effect on employee performance .
 4. Katim and Cucu Wiliyawati's (2016) research on Merlynn Park Hotel Jakarta hotel employees, with the title the effect of transactional leadership style and motivation on employee performance (studies at the Merlynn Park Hotel in Central Jakarta), the results of the study concluded that transactional leadership style proved to have a significant effect on performance employees, motivation has a significant effect on performance, and the simultaneous model also concludes that there is a simultaneous influence of transactional leadership and motivation on employee performance.

METHOD

The research method used in this research is descriptive and verification method. According to Sugiyono (2016: 53) descriptive research is research conducted to determine the value of an independent variable, either one variable or more (independent) without making comparisons or connecting other variables. The descriptive analysis technique is to describe or describe the data that has been collected as it is without intending to make general conclusions or generalizations. The purpose of this descriptive research is to obtain a description of the first problem formulation, namely regarding employee responses to leadership styles , as well as employee performance at Hotel *De Paviljoen* Bandung.

RESULT AND DISCUSSION

Based on survey data from 48 samples , the next stage was to carry out descriptive analysis of the responses from respondents. This stage is carried out in several parts, including grouping respondents' perceptions, weighting and averages. An overview of leadership style variables and employee performance will be seen through respondents' perceptions of the questions asked based on the research questionnaire.

Respondents' Perceptions Regarding Leadership Style

collected data from the research questionnaire distributed to 48 respondents, namely employees Hotel *De Paviljoen* Bandung regarding leadership style , shows that the results of respondents ' perceptions are 0.08 % of respondents perceive leadership style very low , then 2.67 % perceive it low , 19.32 % respondents perceive quite highly , 58 , 07 % respondents perceive it highly , and only 18.85 % Respondents perceived leadership style very highly . The highest weight of 196 is in the dimension of

transactional leadership style which states that the leadership level always makes firm decisions , while the lowest weight of 157 is in the dimension **transformational leadership style** which states the level of leadership which always has a task structure in giving assignments to employees n.

Based on the respondents' perceptions of the seven questions/statements, the ideal score is 1680. Meanwhile, based on the calculation results in the table shows the score obtained by 1273 or 75.77% of the ideal score of 1680. So it can be concluded that the leadership style at Hotel *De Paviljoen* Bandung is still in the high category.

Respondents' Perceptions of Employee Performance

collected data from the research questionnaire distributed to 48 respondents, namely employees Hotel *De Paviljoen* Bandung regarding employee performance , the following information was obtained:

that 0.07 % of respondents perceive employee performance in the strongly disagree category , 2.63 % of respondents perceive it in the disagree category , while 15.38 % respondents quite agree, 47.07 % of respondents agree , and 34.85% of respondents strongly agree. The employee performance with the highest weight of 220 is in the **cooperation** dimension . which states that the level of employee ability is that they can always work together with colleagues . Meanwhile, the lowest score was 135 in the dimension **job knowledge (knowledge of work)** which states that the level of employee's ability to complete work with the skills they have . The overall employee performance leadership style variable has a total weight of 3042 .

Based on the respondents' perceptions of the sixteen statements, the ideal score is 3840. Meanwhile, based on calculation results in the table shows the score obtained by 3042 or 79.23% of the ideal score of 3840. So it can be concluded that the performance of employees at Hotel *De Paviljoen* Bandung is still in the high category

The Influence of Leadership on Employee Performance

Based on research data, the magnitude of the influence of the independent variable, in this case, is the Leadership Style variable (X) on the dependent variable, namely Employee Performance (Y), obtained from 48 respondents.

Based on the results of the descriptive analysis of the leadership style variable, it shows that the leadership style at Hotel *De Paviljoen* Bandung are in the high category with a total score of 1 . 273 . Several indicators of leadership style that have been highly perceived by respondents are indicators such as the level of firmness in making decisions, the level of attention to employee conditions , the level of respect for subordinates' work results, and the level of clarity of responsibility for work . However, there are several indicators of leadership style at Hotel *De Paviljoen* Bandung that need to receive attention and improvement, such as indicators of the level of leadership ability in commanding employees, the level of encouragement for the development of subordinates , and the level of clarity in the structure of tasks at work.

Then the results of the descriptive analysis of employee performance variables show that the performance of Hotel *De Paviljoen* Bandung employees is in the high category with a total score of 3 . 042 . Several indicators of employee performance that have been highly perceived by respondents are indicators such as the level of completing work according to the amount of work in each period, the level of suitability for completing work in accordance with work requirements or standards, the level of cooperation with superiors, the level of cooperation with colleagues, level of awareness in terms of attendance, level of trustworthiness in terms of attendance, enthusiasm in carrying out work responsibilities, and level of having high integrity in work . However, there are several performance indicators of Hotel *De Paviljoen* Bandung employees that

must receive attention and improvement, such as indicators of the level of completing work according to the amount of work that has been determined, completing work according to skills, level of being able to complete work with knowledge, level of completing work with skills. , level of new ideas in completing work, level of creativity in solving problems that arise in work, attendance and duty according to the work schedule that has been set, good level of leadership at work.

Based on the results of the *Product Moment* correlation analysis , an *r* value of 0.849 was obtained . Because the *r* value is between 0,800 - 1,000 , based on the interpretation table of the *r* value correlation coefficient, the correlation between Leadership Style and Employee Performance can be said to be very strong. Based on simple linear regression analysis, the regression equation $Y = 9,856 + 1,941X$ is obtained. This linear regression equation means that the constant is 9,856 , which means that Leadership Style is equal to Zero. or has a fixed value (constant) , then Employee Performance is 9,856 . Furthermore, if Leadership Style has a positive regression of 1.941 , meaning that for every increase in Leadership Style (*X*) of 1 unit , then Employee Performance will increase by 11,797 .

determination that the independent variable (leadership style) is able to explain changes in employee performance by 72.10 % , meaning that leadership style shapes employee performance by 72.10 % in employees of Hotel De Paviljoen Bandung . The rest is formed by other variables that are not examined at 27.90 % , which is the influence of other variables outside the variables studied (leadership style) .

of the hypothesis test show that the t_{count} is 10.898 greater than the t table is 2.021 . This means that H_0 is rejected and H_a is accepted, meaning that there is a positive influence between Leadership Style on Employee Performance at Hotel De Paviljoen Bandung . If the Leadership Style is improved then the Employee Performance at Hotel De Paviljoen Bandung will increase. The results of testing the research hypothesis are in line with the results of research from Lasri Bakara and Sukiswo (2015) regarding the effect of leadership style on employee performance. The effect of leadership style on employee performance at *Travelers Suites Hotel* Medan, which concluded that leadership style has a positive and significant effect on employee performance. The results of testing this hypothesis support the research results of Firda (2015) through the results of her research on *Grand Victoria* Samarinda hotel employees regarding the effect of transformational leadership style and work discipline on employee performance, concluding that partially transformational leadership style has a significant effect on employee performance. Likewise, the results of this study support the results of research from Katim and Cucu Wiliyawati (2016) on Merlynn Park Hotel Jakarta hotel employees, with the title the effect of transactional leadership style and motivation on employee performance, which concludes that transactional leadership style has proven to have a significant effect on employee performance. And the results of testing the research hypothesis are in line with the results of research from **Sinangdoyo (2015: 51)** one of the conclusions states that leadership has a positive effect on employee performance Hotel Grand Orchid Solo.

CONCLUSION

Based on the conclusions that have been stated, the leadership style at Hotel De Paviljoen Bandung is in the high category, however it was found that several indicators of leadership style at Hotel De Paviljoen Bandung are still relatively low. So it is recommended that Hotel De Paviljoen Bandung pay attention to and improve the leadership style of the leadership, such as the level of the leader's ability to command employees, the level of encouragement for the development of subordinates, and the level of clarity in the structure of tasks in work.

The performance of Hotel De Paviljoen Bandung employees shows that it is still in the high category, however there are still several things that need attention and improvement from Hotel De Paviljoen Bandung, especially on indicators such as the level of completing work according to the amount of work that has been determined, completing work according to skills, the level of being able to complete work with knowledge, the level of completing work with skills, the level of new ideas in completing work, the level of creativity in solving problems that arise in work, being present and on duty according to the work schedule that has been set, the level of good leadership at work.

Leadership style has a big influence on the performance of Hotel De Paviljoen Bandung employees. Increasing leadership style, especially increasing transactional leadership style, this will have an influence on improving employee performance, especially increasing employee job knowledge.

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