

## Leadership Style Impact toward Employee Performance at ABC Hotel

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**Abstract :** *This study investigates the impact of leadership style on employee performance at ABC Hotel. A total of 152 employees participated as respondents, selected through a saturated sampling method. Data were collected using structured questionnaires with 26 statement items measured on a five-point Likert scale. Statistical analyses, including simple linear regression, t-tests, and the coefficient of determination, were conducted using SPSS software. The findings reveal that leadership style exerts a positive and significant influence on employee performance, explaining 81.4% of performance variance, while the remaining 18.6% is attributable to other factors not examined in this study. These results emphasize the strategic role of leadership in enhancing organizational performance in the hospitality sector.*

**Abstrak :** *Studi ini menyelidiki dampak gaya kepemimpinan terhadap kinerja karyawan di Hotel ABC. Sebanyak 152 karyawan berpartisipasi sebagai responden, dipilih melalui metode pengambilan sampel jenuh. Data dikumpulkan menggunakan kuesioner terstruktur dengan 26 pernyataan yang diukur pada skala Likert lima poin. Analisis statistik, termasuk regresi linier sederhana, uji-t, dan koefisien determinasi, dilakukan menggunakan perangkat lunak SPSS. Temuan penelitian menunjukkan bahwa gaya kepemimpinan memberikan pengaruh positif dan signifikan terhadap kinerja karyawan, menjelaskan 81,4% varians kinerja, sementara 18,6% sisanya disebabkan oleh faktor-faktor lain yang tidak diteliti dalam studi ini. Hasil ini menekankan peran strategis kepemimpinan dalam meningkatkan kinerja organisasi di sektor perhotelan.*

**Keywords :** *Leadership Style, Employee Performance*

### Introduction

Human resources are widely recognized as one of the most valuable assets in the tourism and hospitality industry, as employee performance plays a pivotal role in determining the overall growth and sustainability of the business (Handani & Adnyani, 2018). Optimal performance not only contributes to the achievement of organizational goals but also ensures that the company remains competitive in an increasingly dynamic service industry (Lamato & Liwang, 2023). To achieve this, organizations continuously strive to enhance employee performance by providing fair compensation, creating supportive work environments, and fostering leadership practices that inspire collaboration and accountability. Leadership, in particular, is considered a crucial determinant of how effectively employees align their efforts with the vision and mission of the organization (Latifah, 2021; Madyarti, 2021).

In the hospitality sector, ideal performance is reflected in the ability of employees to complete their tasks accurately, efficiently, and consistently in line with service standards. When performance declines, service efficiency is compromised, which in turn affects guest satisfaction and the hotel's reputation. To prevent such issues, organizations frequently implement training programs, motivation strategies, and leadership development initiatives (Dalimunthe, 2018). Leadership style has been identified as one of the most influential factors shaping employee behavior and productivity. The adoption of the right leadership approach can improve teamwork, foster positive workplace culture, and create a sense of belonging among employees (Manaroinsong et al., 2017).

Field evidence from a preliminary interview with the Human Resources Manager of ABC Hotel revealed that leadership style strongly impacts employee performance. A mismatch between leadership style and employee expectations has been linked to a decline in productivity and an increase in operational inefficiencies. Observations at the hotel indicated persistent challenges, particularly in employee discipline and task execution. For example, some employees regularly arrived late to work or failed to complete their tasks in accordance with established standards. Internal hotel data further revealed that tardiness was highest in the Housekeeping Department (6.2%) and lowest in the Front Office Department (4.6%), both exceeding the hotel's tolerance limit of 4% per year.

Performance appraisals at ABC Hotel are conducted twice a year, assessing dimensions such as decision-making, teamwork contribution, communication skills, time management, and professional attitude. Results of the latest appraisal indicated that the majority of employees were rated "Good" or "Average," whereas management expected at least 40% of employees to achieve an "Excellent" rating. Alarming, the proportion of employees falling into the "Need Improvement" category has been increasing, raising concern about the overall workforce quality.

To address these challenges, the General Manager together with the Heads of Department regularly hold coordination meetings with both managers and staff. These meetings serve as a platform for disseminating organizational policies, encouraging open communication, and allowing employees to share challenges encountered in their daily work. Informal interviews with the HR Manager suggested that these forums have enhanced communication and created a more comfortable work environment. Nonetheless, several issues remain unresolved, such as non-compliance with uniform policies and incomplete use of work attributes (e.g., name tags or pins). Interviews with employees further revealed that tardiness was often attributed to personal emergencies, forgetting work equipment, or miscommunication regarding schedule changes. These issues resulted in rushed task completion, substandard service outcomes, and failure to fully meet operational standards—factors that negatively influenced performance evaluation results.

The persistence of these problems highlights the complexity of the relationship between leadership style and employee performance. While leadership has been widely acknowledged as a determinant of organizational success, research findings on its actual impact remain inconsistent. Some studies reported significant positive effects of leadership on performance (Osman & Hermawati, 2022; Fahlevi & Kusmiyanti, 2022), while others found no statistically meaningful relationship (Ariussanto et al., 2020; Yanti et al., 2022). These divergent results underscore the need for further research to examine whether and how leadership style influences performance, particularly in hospitality organizations where service quality is directly tied to human behavior.

In this context, leadership should be viewed not merely as a managerial function but as a multidimensional factor that involves motivating, engaging, and guiding employees toward common goals (Tangkudung & Taroreh, 2021). However, leadership style alone may not be sufficient to fully explain variations in employee performance, as additional factors such as motivation, competence, and communication likely play significant roles. This study, therefore, aims to investigate the influence of leadership style on employee performance at ABC Hotel, while addressing the existing research gap between theoretical expectations and practical realities. A considerable body of literature has examined the relationship between leadership style and employee performance in the hospitality and service sectors. However, empirical findings have been mixed, with some studies reporting strong positive correlations, while others indicate negligible or non-significant effects. These inconsistencies suggest that the leadership–performance relationship may be context-specific and influenced by additional moderating or mediating factors.

Several studies have confirmed a significant positive association between leadership style and performance outcomes. For instance, Lestari and Wartana (2022), in their study at Rama Residence Padma Legian, found that both leadership style and communication significantly influenced employee performance, with communication emerging as the dominant factor. Similarly, Manik and Bancin (2022), conducting research at Hotel Pardede International Medan, concluded that leadership style had a substantial influence on performance, accounting for 83.3% of performance variation among employees. Research by Utari et al. (2023) on the paternalistic leadership style of the General Manager at Grand Inna Kuta Hotel highlighted that leadership not only improved job satisfaction but also positively affected performance, with leadership style explaining 40% of performance variance. Widiarsa et al. (2023), in a study at Plagoo Holiday Hotel Nusa Dua, found that leadership combined with employee motivation explained as much as 87% of performance variation. Similarly, Wiranata et al. (2023), investigating Double Six Luxury Hotel, reported that leadership and motivation together significantly influenced performance, accounting for 68% of the variance.

Conversely, other studies have found no significant evidence of leadership's direct influence on performance. For example, Pradini et al. (2023), examining employees at JS Luwansa Hotel Jakarta, concluded that neither leadership style nor motivation significantly affected performance. In another study, Yanti et al. (2022) assessed employees at PT. Felousa Trimedika Indonesia and found that leadership style did not significantly influence performance. Instead, employee competence was identified as a more critical determinant, although the combined contribution of leadership and competence explained only 10% of performance variance. These contrasting findings demonstrate that while leadership style is often emphasized as a key determinant of employee outcomes, its effect may vary depending on contextual factors such as organizational culture, employee motivation, competence levels, and communication practices. Accordingly, further investigation is needed to clarify the extent of leadership's impact, particularly in hospitality organizations such as ABC Hotel, where service excellence is directly tied to human resource effectiveness.

## **Methodology**

This study employed a quantitative research approach with an explanatory design, as the purpose was to examine the influence of leadership style on employee performance at ABC Hotel. The research design was structured to test hypotheses using statistical analysis, ensuring objectivity and replicability in the findings. The sampling technique used in this study was non-probability sampling with a saturated sample (census) approach. According to Sugiyono (2018), saturated sampling is applied when the entire population is used as the research sample, particularly when the population size is relatively small and manageable. In this study, the total population consisted of 152 employees of ABC Hotel, all of whom were included as research respondents. By involving all employees, the study minimized sampling error and ensured that the collected data represented the actual conditions within the hotel.

To obtain comprehensive and valid data, multiple data collection techniques were applied, including documentation study, interviews, and questionnaires (Sugiyono, 2019). Documentation study was carried out by reviewing company records, attendance data, and performance appraisal reports in order to understand trends in employee performance and discipline. Semi-structured interviews were conducted with the Human Resources Manager and several employees of ABC Hotel. These interviews provided in-depth insights into leadership practices, employee experiences, and challenges in maintaining performance standards. Questionnaires were distributed as the main instrument to collect primary data. The questionnaire items were constructed based on the operational definitions and indicators of the research variables. A Likert scale was used to measure participants' responses, ranging

from “strongly disagree” to “strongly agree.” The questionnaire was created using Google Forms for accessibility and distributed to all 152 respondents.

Prior to full distribution, the questionnaire was tested for validity and reliability to ensure its accuracy in measuring the constructs of leadership style and employee performance. Only valid and reliable items were retained for further analysis. The study consisted of two main variables: Independent Variable (X): Leadership Style. Leadership style was examined using four dimensions, namely participative, directive, supportive, and achievement-oriented leadership. These dimensions reflect the ability of leaders to involve employees in decision-making, provide clear directions, offer emotional support, and set performance-oriented goals. Dependent Variable (Y): Employee Performance. Employee performance was measured through four indicators: work quantity, punctuality, effectiveness, and teamwork. These indicators were adopted and adapted from the frameworks proposed by Nzeneri (2020) and Robbins & Coulter (2016).

Data analysis was conducted using SPSS software and followed several stages to ensure accuracy and robustness of results. The analysis included classical assumption testing, regression analysis, coefficient of determination, and hypothesis testing. Classical Assumption Tests. To ensure the validity of the regression model, classical assumption tests were performed. These included: Normality Test, to confirm whether the distribution of data followed a normal curve. Heteroskedasticity Test, to check whether there were inconsistencies in the error variance. Linearity Test, to verify that the relationship between leadership style and employee performance was linear. Passing these tests ensured that the data was unbiased, stable, and reliable for regression analysis (Sugiyono, 2019).

Simple Linear Regression Analysis. Simple linear regression was applied to measure the influence of leadership style (independent variable) on employee performance (dependent variable). The probabilistic model assumes a linear relationship, expressed in the following equation (Sugiyono, 2018):  $Y = a + bX$ . Where:  $Y$  = Employee Performance.  $a$  = Constant.  $b$  = Regression Coefficient (direction of the relationship).  $X$  = Leadership Style

This analysis enabled the researcher to quantify how much changes in leadership style could explain variations in employee performance. Coefficient of Determination ( $R^2$ ). The coefficient of determination was calculated to determine the extent to which the independent variable (leadership style) explained the variation in the dependent variable (employee performance). A higher  $R^2$  value indicated a stronger explanatory power of the regression model (Sugiyono, 2018). t-Test (Partial Test). The t-test was employed to examine the statistical significance of the relationship between leadership style and employee performance. Following Sugiyono (2019), the test compared the calculated t-value

with the critical t-table value at a 5% significance level ( $\alpha = 0.05$ ). If the calculated t-value exceeded the critical t-table value, the null hypothesis was rejected, indicating a significant influence of leadership style on employee performance. Ethical Considerations. Ethical standards were maintained throughout the research process. Participation in the survey was voluntary, and respondents were informed of the purpose of the study. Their responses were kept confidential and used solely for academic purposes.

## Results and Discussion

### Leadership Style at ABC Hotel

A leader is considered successful when they are able to inspire and influence others to work collectively toward shared organizational objectives. This principle is consistently applied by the management of ABC Hotel, where leadership practices are demonstrated through a series of structured and routine meetings. One such meeting is the monthly business review, where department heads come together to evaluate past activities, identify challenges, and formulate strategic plans for the coming month. These meetings not only ensure alignment with organizational goals but also provide a platform for leaders to share their insights and propose innovative ideas.

In addition to monthly reviews, leadership practices are reinforced through daily briefings between department heads and their respective staff before the beginning of each shift. These daily sessions are used to communicate operational assignments, provide instructions, address any immediate issues, and motivate employees to deliver their best performance. Such briefings serve as an essential forum for two-way communication, ensuring clarity of roles and fostering a sense of accountability among team members. Errors and challenges are an unavoidable part of daily hotel operations. In such cases, the role of leadership becomes particularly crucial. Leaders are responsible not only for decision-making but also for ensuring that problems are addressed promptly and systematically. At ABC Hotel, urgent meetings are frequently held when unforeseen circumstances arise that require immediate action. These meetings, typically led by the department heads, are designed to create rapid, collaborative solutions to operational crises.

The prevailing leadership style observed at ABC Hotel can be characterized as participative leadership. Leaders consistently provide opportunities for staff to voice their opinions, share ideas, and contribute to the decision-making process. This approach fosters a sense of belonging and ownership among employees, encouraging them to take responsibility for outcomes while leveraging their unique skills to improve overall hotel performance. Moreover, management organizes regular meetings specifically dedicated to listening to employee feedback and addressing concerns, whether they relate to interpersonal dynamics or operational processes. When employees express complaints or challenges,



department leaders actively seek practical solutions and ensure their implementation. This leadership behavior not only enhances efficiency but also strengthens employee morale, as staff members feel valued, respected, and heard within the organization. Overall, the leadership style at ABC Hotel demonstrates a strong commitment to participative and supportive practices, which align with modern hospitality management principles that emphasize teamwork, inclusivity and employee engagement.

### **Employee Performance at ABC Hotel**

Maintaining employee performance at an optimal level is essential in the hospitality industry, where the quality of service directly influences guest satisfaction and loyalty. At ABC Hotel, performance evaluation is a structured process conducted twice annually, typically in June/July and November/December. Each department head is tasked with assessing their subordinates using standardized forms provided by the Human Resources Department. The completed evaluations are subsequently submitted to HR for review and documentation. Performance is assessed across multiple dimensions, including: Problem Solving and Decision-Making, Contribution to Teamwork, Communication and Leadership, Time Management, Professional Demeanor.

Employees are rated on a four-tier scale: Excellent (90–100), Good (80–89), Average (65–79), and Need Improvement (<64). These evaluations are designed not only to measure output but also to identify employees who may require additional training or support. The overarching goal is to help staff improve their performance in line with organizational standards. To reinforce motivation, ABC Hotel implements a recognition and reward system for top performers. Employees who achieve outstanding results are publicly acknowledged and rewarded with certificates, plaques, and monetary bonuses. Such initiatives foster a culture of excellence, encourage healthy competition, and strengthen employee commitment to delivering high-quality service.

### **Data Presentation and Respondent Characteristics**

The main instrument used for data collection in this research was a questionnaire distributed via Google Forms. Online distribution was selected to enhance accessibility and efficiency in reaching the full sample population of 152 employees. The questionnaire remained open for responses between April 29, 2025, and May 26, 2025, ensuring sufficient time for employees across different departments and shifts to participate. Responses collected through Google Forms were systematically tabulated and processed using Microsoft Excel for initial scoring and Statistical Package for the Social Sciences (SPSS) version 29 for advanced statistical analysis. The questionnaire results provided comprehensive insights into the relationship between leadership style (independent variable, X) and employee performance (dependent variable, Y). To ensure clarity and reliability, the descriptive analysis of

respondent characteristics was organized into four key categories: gender, age, educational background, and length of employment. This demographic breakdown is critical in understanding the composition of the workforce and identifying whether certain employee groups may be more influenced by leadership practices than others.

### **Respondent Characteristics by Gender**

The gender distribution of respondents is presented in Table 2, which illustrates the comparative proportions of male and female employees at ABC Hotel. This demographic variable is significant, as gender diversity may influence perspectives on leadership styles, communication preferences, and overall workplace dynamics. From the total of 152 respondents in this study, 90 were male (59.2%) and 62 were female (40.8%). This distribution indicates that male employees represent a larger proportion of the workforce at ABC Hotel. As highlighted by Inriani et al. (2023), male employees are often perceived to have greater physical strength, which enables them to complete tasks more quickly and efficiently. However, in the current era of gender equality and emancipation, the role of women in the workforce has become increasingly significant. Female employees not only contribute to operational productivity but also challenge traditional perceptions of gender limitations in professional roles, thereby reinforcing the importance of inclusivity and equal participation in organizational success (Inriani et al., 2023).

In terms of age distribution, the majority of respondents fell within the range of 21–30 years old, totaling 89 individuals (58.6%). Meanwhile, 39 respondents (25.7%) were aged between 31–40 years, and 24 respondents (15.8%) were over the age of 40. These findings suggest that most employees at ABC Hotel are in the younger, early-career stage, while fewer belong to the older age group. This can be attributed to the physical capabilities and stamina of younger workers, which generally surpass those of older employees. As emphasized by Meutia et al. (2022), individuals in their productive years are capable of delivering higher outputs compared to older workers, whose physical abilities may decline with age. Productive age is often defined as the period in which an individual first qualifies to enter the labor force and contribute actively to organizational goals. Furthermore, it is expected that research on the correlation between age and work performance will remain relevant in the coming decades, as organizations continue to navigate the dynamics of generational differences in the workforce (Meutia et al., 2022).



Table 1. Demographic Profile of Respondents (n = 152)

Demographic Characteristics	Categories	Frequency (n)	Percentage (%)
Gender	Male	90	59.2
	Female	62	40.8
Age	21–30 years	89	58.6
	31–40 years	39	25.7
	> 40 years	24	15.8
Educational Background	Senior High School / Vocational	36	23.7
	Diploma	90	59.2
	Bachelor's Degree	26	17.1

Regarding educational background, 36 respondents (23.7%) reported their highest level of education as Senior High School/Vocational School, 90 respondents (59.2%) held a Diploma, and 26 respondents (17.1%) were graduates with a Bachelor's degree. These results indicate that the majority of employees have attained a Diploma-level education, while a smaller proportion have achieved a university degree. This trend reflects the relevance of vocational and diploma-level education to the hospitality industry, as such qualifications often equip individuals with the practical knowledge and technical competencies required for hotel operations. According to Simarmata et al. (2023), appropriate educational preparation can shape professional attitudes, strengthen work ethics, and enhance efficiency and effectiveness in the workplace. Similarly, Wiryawan and Rahmawati (2020) argue that educational attainment significantly contributes to an organization's competitiveness and overall performance. Employees with higher education are expected to possess stronger analytical skills, problem-solving abilities, and adaptability, enabling them to perform their tasks more competently and support the long-term success of the hotel.

From the total of 152 respondents, it was found that 88 employees (57.9%) had worked for 1–5 years, while 64 employees (42.1%) had more than five years of work experience. This indicates that the majority of respondents in this study had a working period of 1–5 years. According to Nugroho et al. (2022), the longer an employee works in a company, the greater their motivation to continuously improve performance. Employees with longer tenure usually encounter fewer difficulties in carrying out their responsibilities effectively (Ivana et al., 2022).

This study employed descriptive statistical analysis to describe the condition of variables by calculating the mean score of respondents' assessments of each statement item within the variables. The evaluation criteria were based on the class interval length proposed by Sugiyono (2018). The results of the questionnaire completed by 152 respondents showed that the variable of leadership style had an

average score of 4.68, which falls into the “Very Good” category. The highest score within this variable was observed in statement number 8, while the lowest was recorded in statement number 9.

The highest score came from statement 8: *“I feel that my supervisor monitors the implementation of tasks carried out by subordinates.”* This item was rated “strongly agree” by 119 respondents, “agree” by 28 respondents, “fair” by 4 respondents, “disagree” by 1 respondent, and “strongly disagree” by none. The statement received an average score of 4.74, categorized as “Very Good,” indicating that supervisors at ABC Hotel consistently monitor the execution of tasks performed by their subordinates.

The lowest score came from statement 9: *“I feel that my supervisor shows concern for the job status and welfare of subordinates.”* This item received “strongly agree” from 101 respondents, “agree” from 45 respondents, “fair” from 5 respondents, “disagree” from 1 respondent, and “strongly disagree” from none. The average score was 4.62, also categorized as “Very Good,” suggesting that leaders at ABC Hotel demonstrate considerable concern for the job status and welfare of their staff. Regarding the employee performance variable, the results of the questionnaires indicated an average score of 4.74, categorized as “Very Good.” The highest score within this variable was obtained from statement number 8, while the lowest score was associated with statement number 5.

The highest score came from statement 8: *“Discipline in carrying out work,”* which was rated “strongly agree” by 125 respondents, “agree” by 23 respondents, “fair” by 3 respondents, “disagree” by 1 respondent, and “strongly disagree” by none. This item achieved an average score of 4.79, falling into the “Very Good” category, reflecting that employees at ABC Hotel consistently maintain discipline in performing their tasks. The lowest score was recorded for statement 5: *“The results of my work provide satisfaction to the organization and society.”* It was rated “strongly agree” by 11 respondents, “agree” by 37 respondents, “fair” by 3 respondents, “disagree” by 1 respondent, and “strongly disagree” by none. This statement reached an average score of 4.70, still within the “Very Good” category, indicating that employees at ABC Hotel generally produce high-quality work that provides adequate satisfaction to the hotel.

The validity test results demonstrated that all indicators for both research variables—leadership style and employee performance—showed Pearson correlation values above 0.30, meaning the data can be considered valid. This validity implies that the questionnaire items were appropriate and effective for measuring the intended constructs, and each statement served as a reliable indicator for the research focus. Based on the reliability test, all statement items for both the leadership style and employee performance variables produced satisfactory Cronbach’s alpha values. The average Cronbach’s alpha for leadership style (X) was 0.951, while that for employee performance (Y) was 0.946. Since both values exceeded the threshold of 0.60, it can be concluded that all questionnaire items across both

variables met the reliability assumption. These reliability results indicate that the instruments used were accurate and consistent in measuring leadership style and employee performance, even if administered repeatedly at different times.

The classical assumption tests performed included normality, heteroscedasticity, and linearity tests. Data analysis further applied simple linear regression and coefficient of determination. Results from the normality test revealed an Asymp. Sig. (2-tailed) value of 0.141. As this significance value exceeded the probability threshold of 0.05 ( $0.141 > 0.05$ ), it can be concluded that the residuals and regression model in this study followed a normal distribution.

Table 2 Regression Linear Analysis Result

<i>Coefficients<sup>a</sup></i>						
<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>	
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>			
<i>1</i>	<i>(Constant)</i>	5,322	1,653		3,219	0,002
	<i>Leadership Style</i>	0,562	0,022	0,902	25,582	0,000
<i>a. Dependent Variable: Kinerja Karyawan</i>						

a. Dependent Variable: Kinerja Karyawan

Source: Research Result, 2025

The regression analysis produced a constant value of 5.322 and a regression coefficient for leadership style of 0.562. Based on these results, the simple linear regression equation can be expressed as follows:  $Y = 5.322 + 0.562X$ . Applying the formula  $Y = a + bX$  (Sugiyono, 2018), the regression line provides the following interpretation: Constant (5.322). The constant value of 5.322 indicates that if the independent variable, leadership style (X), equals zero, the dependent variable, employee performance (Y), would still have a value of 5.322. Leadership Style (X) Coefficient (0.562). The regression coefficient of 0.562 signifies that for every one-unit increase in leadership style, employee performance rises by 0.562. The positive sign reflects a direct relationship between leadership style and employee performance.

Table 3 Coefficient Determinant Test

<i>Model Summary</i>				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	0,902 <sup>a</sup>	0,814	0,812	1,845

a. Predictors: (Constant), Gaya Kepemimpinan

Source: Research Result, 2025

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Since the regression coefficient is positive, it can be concluded that leadership style has a positive influence on employee performance. The  $R^2$  value from the analysis was 0.814, meaning that 81.4% of the variance in employee performance can be explained by leadership style, while the remaining 18.6% is accounted for by other variables not included in this study. According to Sugiyono (2019), this percentage falls into the category of a very strong relationship, thereby indicating that leadership style plays a dominant role in shaping employee performance at ABC Hotel. The t-test results further supported this conclusion: with a t-value of 25.582 greater than the t-table value of 1.655, and a significance level of 0.000 less than  $\alpha = 0.05$ , the null hypothesis ( $H_0$ ) was rejected and the alternative hypothesis ( $H_a$ ) accepted. This demonstrates that leadership style has a positive and significant effect on employee performance at the 5% error margin, with 95% confidence and 150 degrees of freedom.

#### Description of Leadership Style Variable (X)

The mean score for leadership style was 4.68, classified as “Very Good.” The highest average score (4.74) was associated with the statement that supervisors monitor the implementation of tasks. This finding highlights the effectiveness of participative leadership, which encourages employees to be involved in decision-making processes, thereby increasing accountability and productivity (Sukadi, 2016; Setiawan, 2017). The lowest score (4.62) was linked to the perception that supervisors care about employees’ job status and welfare, suggesting that greater attention in this area is needed. Achievement-oriented leadership was also noted as important, as it motivates employees to complete tasks successfully (Firdaus, 2018). Furthermore, firmness from leaders must be enhanced to address challenges such as tardiness at work (Ariesni & Asnur, 2021).

#### Description of Employee Performance Variable (Y)

The overall mean score for employee performance was 4.74, also falling under the “Very Good” category. The highest score (4.79) related to discipline in completing tasks, indicating that employees at ABC Hotel are highly disciplined in carrying out their duties (Chei et al., 2014; Akbar, 2018). The lowest mean score (4.70) was connected to the statement that employees’ work results provide satisfaction for the organization and society. Although still rated very positively, this indicates there is room to further enhance the quality of work outcomes and the sense of responsibility toward service excellence (Hasibuan, 2016).

#### The Influence of Leadership Style on Employee Performance

The statistical tests confirmed that leadership style exerts a positive and significant effect on employee performance at ABC Hotel (t-value = 25.582 > t-table = 1.655; significance = 0.000 < 0.05).

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The regression coefficient of 0.562 implies that a one-unit improvement in leadership style contributes to a 0.562 increase in employee performance. Furthermore, leadership style accounted for 81.4% of the variance in employee performance, with the remaining 18.6% attributable to other factors not examined in this study. These findings align with prior research (Lestari & Wartana, 2022; Utari et al., 2023; Widiarsa et al., 2023; Wiranata et al., 2023), which collectively emphasize that effective leadership styles play a critical role in enhancing employee work quality.

## Conclusion

The study concludes that leadership style has a positive and statistically significant impact on employee performance at ABC Hotel. The regression coefficient of 0.562 underscores the strength of this effect, while the  $R^2$  value of 81.4% demonstrates that leadership style is the predominant factor influencing employee performance. It is recommended that hotel leaders increase their attention to employee welfare, including the fair distribution of entitlements. Furthermore, management should strive to improve satisfaction with work outcomes through regular performance evaluations and weekly meetings. For future studies, researchers are encouraged to incorporate additional variables such as work environment or job stress and to expand the research context beyond ABC Hotel to broaden the generalizability of findings.

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