The Effect of Leadership Style and Compensation on Employee Performance at the Aviary Bintaro Hotel

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	ABSTRACT *The purpose of this study was to determine the effect of leadership style and compensation on employee performance at the Aviary Bintaro Hotel. The method used in this research is descriptive with an associative approach. The sampling technique used is census or saturated sampling with a sample of 85 respondents. The analysis tool uses instrument testing, classical assumption testing, regression testing, correlation coefficient testing and the coefficient of determination as well as hypothesis testing. Based on the results of the study, it shows: (1) Leadership style has a positive and significant effect on employee performance with t count > t table or (6,327 > 1,989). (2) Compensation has a positive and significant effect on employee performance with t count > t table or (6,398 > 1,989).*

INTRODUCTION

Human resource management is not something new within an organization, especially in the business sector. Where human resources are potential assets and function as capital (non-material / non-financial) in a business organization that can be realized into real potential, physically and non-physically in realizing the existence of an organization in every company, the resource factor Humans are a fairly important part in achieving organizational goals, both large and small companies, so no matter how companies have modern equipment with high technology, humans are the driving factor, without humans a company will not function.

Human resources are an important factor in an organization or company. In order for management activities to run well, companies must have knowledgeable and highly skilled employees and efforts to manage the company as optimally as possible so that employee performance increases.
According to Syamsuddinnor (2014), human resources are one of the main assets in an organization, which can make an invaluable contribution to the strategy for achieving organizational goals. One example of the importance of the contribution of human resources in a company can be seen from the production process. Where when the company already has strong finances, fulfilled raw materials, and the latest technology but there is no good human resources, the production process will not run smoothly.

Leadership style is the first factor in improving performance on an ongoing basis. In this process the leader has a major role in determining the implementation of a company's organization. A leader is required to provide clear direction on the vision and mission of the organization, and be able to run the organization well so that the results obtained are in accordance with the goals to be achieved by the company.

According to Rivai (2014: 42) states that leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often set by a leader. A leadership style that shows, directly or indirectly, about a leader's belief in the abilities of his subordinates. This means that leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, attitudes, which are often set by a leader when he tries to influence the performance of his subordinates. Based on the previous explanation, to see how the real condition of leadership at the Aviary Bintaro Hotel was pre-survey by distributing temporary questionnaires, which consisted of indicators regarding leadership to 85 employees.

Based on the results of my interviews with the employees of the Aviary Bintaro Hotel, information was obtained on the first point that the leader requires that he always accept and make decisions that are very burdensome during a pandemic, the second point is that the leader involves his subordinates in making decisions where this point is very helpful for building good communication. both between superiors and subordinates, the third point is where the leader gives employees freedom to innovate at this point the employees seem to not have a leader to hold on to.

According to Murty and Hudiwinarsih's research (2012) with adequate compensation and increased motivation that is carried out successfully, an employee will be motivated in carrying out the work assigned to him and trying to overcome the problems that occur.
Compensation is a reward given by the company to employees for their services in carrying out the duties, obligations and responsibilities assigned to them in order to achieve company goals.

Compensation is very important for employees because the amount of compensation reflects the size of the work value of employees, namely colleagues, family and society. An adequate compensation system, especially in relation to employee motivation, should be owned by a company or business unit with higher environmental uncertainty.
Based on data for the past 3 years, there has been a decrease in employee salaries at the Bintaro Aviary Hotel, South Tangerang in 2020 due to the Covid 19 pandemic which caused a drastic decrease in income at the Bintaro Aviary Hotel, with the company forced to take a way to cut staff salaries by 50% and lay off hamips. 50% employees, in order to maintain the company's financial stability.

Based on employee performance appraisal data at the Aviary Bintaro Hotel, South Tangerang. Compliance with the rules in 2019 has a percentage of 93.7%, in 2020 it has a percentage of 100% and in 2021 it has a percentage of 100%. The second point is the ability to work with other employees in 2019 has a percentage of 100%, in 2020 has a percentage of 62.5% and in 2021 has a percentage of 75%. The third point is that the skills possessed by employees in 2019 have a percentage of 87.5%, in 2020 they have a percentage of 93.7% and in 2021 they have a percentage of 100%. and the fourth point is initiative or independence in 2019 has a percentage of 87.5%, in 2020 has a percentage of 87.5% and in 2021 has a percentage of 87.5%

Our company experienced a decline in performance in the form of quality and initiative at work where employees found it difficult to accept the leaders' decisions and employees also had difficulty completing work on time due to tasks they did not like. Employees also feel afraid to give their ideas to the company, therefore employees experience a decrease in independent initiatives for their performance.

According to Handoko in Murty (2012), employee performance is a very important thing in an organization where to achieve its goals, so various policies must be carried out by the organization to improve the performance of its employees. One of them is through performance appraisal. defining performance appraisal is a process through which organizations evaluate or appraise employee performance. According to Mangkunegara (2014) employee performance is the result of performance in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Performance is a very important and interesting part because the benefits are proven to be very important. Therefore efforts to improve employee performance are the most serious management challenge because success in achieving company goals and survival depends on the quality of the performance of the human resources in it (Syamsuddinnor, 2014). PT Sumampau Hotels and Resorts, owner of the hotel brand Aviary Bintaro, applies the concept of sustainability while preparing to open its first innovative eco-friendly hotel and serviced apartment in south Jakarta. Aviary Bintaro, which just opened in May 2017, has a mission to be environmentally responsible in providing "green" facilities to its guests, in line with the promotion of the natural beauty of Bintaro, which is located 15 kilometers from the center of Jakarta. The real form of this environmentally friendly concept is that in terms of waste and energy management, as well as calculating water savings is also carried out properly.

In addition, with the presence of lush trees around the hotel, it makes the surroundings of the hotel similar to a rural atmosphere. Meanwhile, saving high-value natural resources is carried out through lighting with LEDs and messages contained in the rooms to save on washing fabrics and using air conditioning. Open corridors outside the rooms also reduce the need for energy, as well as environmentally friendly exhaust systems and tended plants. The report on carbon footprint reduction implemented by the hotel will be calculated and monitored for progress in the first analysis after three months of the hotel's opening, and this report will continue to be checked and announced to hotel guests in a transparent manner. The design of the Aviary Bintaro hotel is also an unforgettable sight with an 18 meter high bird cage located in the lobby. In addition, the rooms are named after bird species that come from various regions.

METHODS

The nature of this research is descriptive with a quantitative approach, based on the results of the questionnaire. Descriptive method with a quantitative approach according to Sugiyono (2015: 10) quantitative method can be interpreted as a research method based on the philosophy of positivism, used to examine certain populations and samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of test the hypothesis that has been set.
The type of research used in this research is associative research. According to Sugiono (2018: 370), namely "Research that aims to determine the influence or relationship between two or more variables."

In this study there are three variables, namely variable X1 (Leadership Style) X2 (Compensation) or called the independent variable (free variable) and variable Y (Employee Performance) or often called the dependent variable (dependent variable). This independent variable is a variable that influences or causes changes in the dependent variable. Then it means organizational culture variable
In this research, the population is all employees of the entire Aviary Hotel employee, totaling 85. "A saturated sample is a sample that represents the total population. Generally done if the population is considered small or less than 100. The sample I used was 85, because the population is less than 100. Data collection is an attempt to obtain information that will be used in variable measurement. According to Sugiyono (2016: 308) "The data collection method is a scientific way to obtain valid data with the aim of being able to prove, develop a knowledge so that it can be used to solve and anticipate problems.

According to Sugiyono (2016: 308) "Primary sources are data sources that directly provide data to data collectors". In this research conducted by distributing questionnaires to employees. According to Sugiyono (2016: 141) "Observation is a process that is composed of various processes so that data is obtained based on facts about the real world obtained through observation". In this case the author carried out direct observations of the employees of the Aviary Bintaro hotel where the observations were limited to the subject matter so that attention was more focused on

According to Sugiyono (2015: 199) the data analysis method is an activity after data from all respondents or other data sources are collected. Activities in data analysis are grouping data based on variables and types of respondents, presenting variable data studied, performing calculations to answer the problem formulation, and performing calculations to test the hypotheses that have been proposed. For research that does not formulate a hypothesis, the last step is not carried out.

To collect data about the independent variable (X) and the dependent variable (Y) a questionnaire was used which consisted of 10 statements where the answers were strongly agreed, agreed, disagreed, disagreed and strongly disagreed. The measurement scale used in this study is the Likert scale which is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. In research, this social phenomenon has been specifically defined by researchers, so it is referred to as research variables (X and Y).

RESULTS AND DISCUSSION

Multiple Linear Regression Analysis

This multiple regression test is intended to determine how much influence the variables X1 and X2 have on variable Y. In this study, Leadership Style (X1) and Compensation (X2) have on employee performance (Y). The following are the results of processed regression data with SPSS which can be seen in the following table:

Table 1. Results of Multiple Regression Processing Variables of Leadership Style (X1) and Compensation (X2)

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14,959	3,257		4,593	,000
	Gaya Kepemimpin	,289	,094	,343	3,070	,003
	Kompensasi	,332	,104	,355	3,179	,002

Source: primary data processed, 2022

Based on the results of the regression calculations in the table above, we can obtain the regression equation Y = 14.959 + 0.289X1 + 0.332X2.From the equation above, it can be concluded as follows:

1) Constant value of14,959interpretedthat if there are no Leadership Style and Compensation variables, then the Employee's performance is 14.959.
2) The value of 0.289 means that if the constant is constant and there is no change in the Compensation variable, then every 1 unit change in the leadership style variable will result in a change in Employee Performance of 0.289 points.
3) The value of 0.332 means that if the constant is constant and there is no change in the Leadership Style variable, then every 1 unit change in the Compensation variable will result in a change in Employee Performance of 0.332 points.

Multiple Correlation (r)

Analysis of multiple correlation coefficients is intended to determine the level of relationship between the independent variables and the dependent variable. The results of data processing with the SPSS program are as follows:

Table 2. Results of Multiple Correlation Coefficient Analysis Between Leadership Style Variables (X1), Compensation (X2) on Employee Performance (Y)

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.690a	.476	.453	2,814

Source: Primary data processed, 2022

Based on the table above, the R value (correlation coefficient) is 0.690, meaning that the Leadership Style (X1) and Compensation (X2) variables have a strong level of influence or relationship to Employee Performance (Y).

4

Analysis of the Coefficient of Determination (R Square)

Analysis of the coefficient of determination is intended to determine the percentage strength of the relationship between the independent variables and the dependent variable either partially or simultaneously), in this study the variables are Leadership Style (X1) and Compensation (X2) on Employee Performance (Y). The following is the result of calculating the coefficient of determination processed with the SPSS version 24 program, shown in the table below:

Table 3. Simultaneous Determination Coefficient Analysis Results Between Leadership Style (X1) and Compensation (X2) Variables on Employee Performance (Y)

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.690a	.476	.453	2,814

Source: Primary data processed. 2022

Based on the table above, an R-square value of 0.476 is obtained, it can be concluded that the variable Leadership Style (X1) and Compensation (X2) has an effect on the Employee Performance variable (Y) of 47.6% while the remaining 52.4% is influenced by factors others that have not been studied.

Partial Hypothesis Testing (t test)

To test the hypothesis variable Leadership Style (X1) and Compensation (X2) on Employee Performance (Y) is done by statistical t test (partial test). In this study used a significant criterion of 5% (0.05) by comparing t count with t table, namely as follows:

1) **The Influence of Leadership Style (X1)** on Employee Performance (Y)

Determine the formulation of the hypothesis is:

H0 : $\rho 1 = 0$ There is no partial influence of Leadership Style on Employee Performance at the Aviary Bintaro Hotel.

H1 : $\rho 1 \neq 0$ There is a partial influence of Leadership Style on Employee Performance at the Aviary Bintaro Hotel.

The results of data processing using the SPSS Version 20 program, with the following results:

Table 4. Leadership Style Variable t-test results (X1)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20,489	2,900		7,065	,000
	Gaya Kepemimpinan	,482	,076	,570	6,327	,000

Source: Primary data processed, 2022

Based on the table above, it is obtained that the value of t count> t table or (6.327> 1.989). This is also reinforced by the value of ρ value <Sig.0.05 or (0.000 <0.05). Thus, H0 is rejected and Ha1 is accepted, this indicates that there is a partial positive and significant effect of Leadership Style on Employee Performance at the Aviary Bintaro Hotel.

2) **InfluenceCompensation (X2) on Employee Performance (Y)**

Determine the formulation of the hypothesis is:

H0 : $\rho 2 = 0$ There is no partial effect of compensation on employee performance at the Aviary Bintaro Hotel.

H1 : $\rho 2 \neq 0$ There is a partial effect of compensation on employee performance at the Aviary Bintaro Hotel.

The results of data processing using the SPSS Version 20 program, with the following results:

Table 5. Compensation variable t test results (X2)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17,975	3,259		5,515	,000
	Kompensasi	,538	,084	,575	6,398	,000

Source: Primary data processed, 2022

Based on the table above, it is obtained that the value of t count> t table or (6,398> 1.989). This is also reinforced by the value of ρ value <Sig.0.05 or (0.000 <0.05). Thus, H02 is rejected and Ha2 is accepted, this indicates that there is a partial positive and significant effect of compensation on employee performance at the Aviary Bintaro Hotel.

Simultaneous Hypothesis Testing (Test F)
To test the influence of leadership style variables, and simultaneous compensation on employee performance at the Aviary Bintaro Hotel, it was carried out by the F statistical test (simultaneous test) with a significance of 5%. In this study, a significance criterion of 5% (0.05) was used, namely comparing the calculated F value with F table with the following conditions:

    a) If F count<F table   :means that H0 is accepted and H3 is rejected
    b) If F count>F table   :means H0 is rejected and H3 is accepted

To determine the magnitude of the Ftable, look for the condition df = (nk-1), then (85-2-1) = 82, so Ftable = 2.720. It is said to be significant if the calculated F value> Ftable or ρ value <Sig.0.05.

    The formulation of the hypothesis is as follows:

H0 : ρ1,2 = 0   Nothere is a simultaneous influence of leadership style and compensation on employee performance at the Aviary Bintaro Hotel.

H3 : ρ1,2 $\neq$ 0   There is a simultaneous influence of leadership style and compensation on employee performance at the Aviary Bintaro Hotel

Table 6. Simultaneous Hypothesis Results (F Test).

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	413,236	2	206,618	27,259	.000[b]
	Residual	621,540	82	7,580		
	Total	1034,776	84			

Source: Primary data processed, 2022

Based on the table above, the calculated F value > Ftable or (27.259 > 2.720), this is also reinforced by the ρ value <Sig.0.05 or (0.000 <0.05). Thus, H03 is rejected and Ha3 is accepted, this indicates that there is a simultaneous positive and significant influence of leadership style and compensation on employee performance at the Aviary Bintaro Hotel.

CONCLUSIONS

Based on the results of the calculation of the t test, it is proven that the value of tcount>ttable or (6.327 > 1.989) is strengthened by a p value < sig. 0.05 or (0.000 <0.05) then H0 is rejected and Ha1 is accepted, this shows that there is an influence positive and significant leadership style on employee performance at the aviary hotel bintaro south tangerang.

Based on the results of the calculation of the t test, it is proven that the value of tcount>ttable or (6.398 > 1.989) is strengthened by a p value < sig. 0.05 or (0.000 <0.05) then H02 is rejected and Ha2 is

accepted, this shows that there is an influence positive and significant Compensation for employee performance at the aviary hotel bintaro south tangerang.

Leadership Style and Compensation have a positive effect on employee performance by obtaining a concurrent regression Y = 14.959 + 0.289 (X1) + 0.332 (X2). Meanwhile, the contribution of leadership style and compensation has a value (multiple correlation) of 69.0%, which means it has a strong level of influence on employee performance. while the style of leadership and compensation affect the performance of employees with a value (coefficient of determination) 47.6%. Leadership style and compensation have a positive and significant effect on employee performance with Fcount > Ftable or 27.259 > 2.720).

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