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THE INFLUENCE OF LEADERSHIP STYLE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT HOLIDAY INN RESORT BARUNA BALI

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Abstract:

The increasingly competitive growth of the hospitality industry requires organizations to manage their human resources effectively in order to achieve organizational goals. Employee performance is a crucial factor that determines an organization's success in delivering high-quality services and maintaining its competitive advantage. However, based on preliminary observations at Holiday Inn Resort Baruna Bali, indications of suboptimal employee performance were still identified, which are presumed to be influenced by leadership style and work discipline. This study aims to determine the effect of leadership style and work discipline on employee performance. The population in this study consists of employees of Holiday Inn Resort Baruna Bali, with a sample of 133 respondents. The research method used is quantitative. Data analysis techniques include validity test, reliability test, classical assumption test, multiple linear regression analysis, F-test, and t-test using SPSS version 26. The results of the study indicate that leadership style and work discipline have a positive and significant effect on employee performance. Partially, leadership style has a positive and significant effect on employee performance, and work discipline also has a positive and significant effect on employee performance.

Keywords: Leadership Style, Work Discipline, Employee Performance

INTRODUCTION

The development of the business world in the era of globalization and digital transformation has created increasingly fierce competition in various industrial sectors, including the hospitality industry. This condition requires every company to be able to manage its resources effectively to maintain competitiveness and achieve organizational goals sustainably. Among the various resources a company has, human resources are the most strategic asset because they play a direct role in carrying out operational activities, providing service to customers, and determining the organization's success in achieving predetermined targets (Suhartiningtyas et al., 2022; Susijawati et al., 2024). One company operating in the hospitality sector is Holiday Inn Resort Baruna Bali, a five-star hotel located at Jalan Wana Segara No. 33, Tuban, Kuta, Badung Regency, Bali. This hotel offers complete facilities, such as a swimming pool, spa, restaurant, bar, and direct access to the beach, making it one of the accommodation options for domestic and international tourists. However, based on initial observations, problems related to employee performance that are



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not fully optimal are still found. This situation is thought to be influenced by the suboptimal implementation of leadership styles in directing and motivating employees, as well as a level of work discipline that still needs to be improved. Therefore, research into the influence of leadership style and work discipline on employee performance at the Holiday Inn Resort Baruna Bali is crucial to determine the extent to which these two factors contribute to improving employee performance and supporting the achievement of organizational goals (Hermawati et al., 2022; Ridwan & Anwar, 2022).

Based on initial observations at the Holiday Inn Resort Baruna Bali, a phenomenon still exists indicating that employee performance is not fully optimal. This is evident in the declining room occupancy rate. Therefore, this fluctuation indicates that the hotel's operational needs fluctuate according to occupancy levels. In months with high room occupancy rates, employee workloads increase, necessitating optimal work discipline and leadership style coordination to maintain service quality. Conversely, when room occupancy rates are low, employee efficiency and consistency remain essential to maintain service standards and hotel performance. Employee performance is the outcome achieved by an employee in their work according to specific criteria applicable to a particular job. Employee performance is a function of the interaction between ability and motivation.

One of the theories underlying this research is Attribution Theory, which explains that internal and external factors influence individual behavior and performance. In this study, leadership style is viewed as an external factor that plays a role in providing direction, motivation, and creating a conducive work environment. Employee performance, on the other hand, is the work results achieved in accordance with the tasks and responsibilities assigned by the organization. An effective leadership style is believed to increase work morale, productivity, and the achievement of company goals (Hermawati et al., 2022; Suhartiningtyas et al., 2022).

Furthermore, leadership style is dynamic because it can be adapted to the characteristics of subordinates and organizational conditions (Nikmat, 2022; Susijawati et al., 2024).

In addition to leadership style, work discipline is an internal factor that influences employee performance. Employees with high work discipline tend to complete their work consistently and responsibly, resulting in better performance (Ridwan & Anwar, 2022; Putra et al., 2022). Based on observations at the Holiday Inn Resort Baruna Bali, employee absenteeism rates continue to fluctuate, indicating a need for improved work discipline. Previous research also indicates that leadership style and work discipline have a positive effect on employee performance, although differences in research findings constitute a research gap and underlie the importance of this study (Susijawati et al., 2024; Safitri & Astutik, 2022).

Employee Performance. Employee performance is the work results achieved by individuals in carrying out their duties and responsibilities in accordance with the goals, standards, and targets set by the organization. Performance reflects the level of employee success in completing work while contributing to the achievement of company goals (Suhartiningtyas et al., 2022). Hermawati et al. (2022) state that performance is influenced by

an employee's abilities, skills, and responsibilities in carrying out their work, while Susijawati et al. (2024) explain that performance can be measured through work quality, quantity, timeliness, and the ability to work collaboratively. Therefore, employee performance is an important indicator in assessing an organization's effectiveness in achieving its stated goals.

Leadership Style. Leadership style is the behavioral pattern used by leaders to influence, direct, and motivate subordinates so they can work effectively to achieve organizational goals. The right leadership style can create a conducive work environment, increase morale, and boost employee productivity (Hermawati et al., 2022). According to Nikmat (2022), leadership style is dynamic because it can change according to the characteristics of subordinates and the organizational situation. Susijawati et al. (2024) stated that effective leadership has a positive impact on improving employee performance.

Work Discipline. Work discipline is an employee's awareness and willingness to comply with the regulations, procedures, and responsibilities established by the organization. A high level of discipline reflects an employee's commitment to consistently carrying out their work, thereby increasing work effectiveness and productivity (Ridwan & Anwar, 2022). Putra et al. (2022) explain that work discipline is a factor influencing employee performance because it encourages timely completion of work and meets company standards. Therefore, implementing good work discipline is a crucial effort to optimally improve employee performance.

METHODS

This research was conducted at the Holiday Inn Resort Baruna Bali, a five-star hotel located at Jalan Wana Segara No. 33, Tuban, Kuta, Badung Regency, Bali. The research objects included leadership style, work discipline, and employee performance. This research used a quantitative approach, namely an approach that aims to examine the relationship between variables through the analysis of numerical data (Sugiyono, 2022; Ghozali, 2021). The study population consisted of 200 employees, excluding leaders. The sample size was determined using the Slovin formula, resulting in 133 respondents, using a purposive sampling technique, namely selecting respondents based on the criteria of employees who have worked for at least one year (Sugiyono, 2022). The independent variables in this study consisted of leadership style (X_1) and work discipline (X_2), while the dependent variable was employee performance (Y). The data used included primary and secondary data, collected through observation, interviews, questionnaires, and documentation. Furthermore, the data were analyzed using validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, coefficient of determination (R^2), t-tests, and F-tests to determine the effect of leadership style and work discipline on employee performance (Ghozali, 2021; Sugiyono, 2022).

RESULTS AND DISCUSSION

Multiple Linear Regression Analysis.



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Table 1. Summary of Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.480	1.174		2.112	.037
Leadership style	.415	.068	.407	6.067	.000
Work discipline	.454	.066	.461	6.885	.000

Source: Data processed in 2026

Based on the table, the multiple linear regression equation can be written as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 2.480 + 0.415X_1 + 0.454X_2 + e$$

This multiple linear regression equation shows the direction of each independent variable on the dependent variable. The multiple linear regression equation can be explained as follows:

1. The constant value of 2.480 indicates that if leadership style and work discipline are equal to 0 (zero), employee performance will be 2.480.
2. b_1 = The regression coefficient value of the leadership style variable is 0.415, indicating that leadership style has a positive effect on employee performance. A positive regression coefficient indicates a directional effect, meaning that if leadership style improves, employee performance will also increase.
3. b_2 = The regression coefficient value of the work discipline variable is 0.454, indicating that work discipline has a positive effect on employee performance. A positive regression coefficient indicates a directional effect, meaning that if work discipline improves, employee performance will also increase.

F-Test.

Table 2. F-test Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1317.599	2	658.799	86.698	.000 ^b
Residual	987.845	130	7.599		
Total	2305.444	132			

Source:

Data processed in 2026

Based on the table above, it is known that F-test (86.698) > F-test (3.07) with a significance value of $0.000 < 0.05$. Therefore, H_0 is rejected, and H_3 is accepted. This means that the variables of leadership style (X_1) and work discipline (X_2) have a positive and significant effect on employee performance (Y) at Holiday Inn Resort Baruna Bali. Based on the results of the research analysis, the following discussion can be formulated:

The Effect of Leadership Style on Employee Performance at Holiday Inn Resort Baruna Bali. The results of the study indicate that leadership style has a positive and significant effect on employee performance at Holiday Inn Resort Baruna Bali. This is



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evidenced by the calculated t-test of $6.067 > t\text{-test of } 1.656$ and a significance value of $0.000 < 0.05$, thus accepting the second hypothesis. The regression coefficient value of 0.415 indicates that the better the leadership style applied, the higher the employee performance. Leadership style is a leader's behavioral pattern in influencing, directing, and motivating subordinates to work effectively towards achieving organizational goals. Leaders who are able to establish good communication, provide motivation, and create a conducive work environment will increase employee productivity and work quality (Hermawati et al., 2022; Akmala et al., 2022; Maryani & Gazali, 2023; Fitriana & Azis, 2023).

The results of this study align with Attribution Theory, which explains that internal and external factors influence individual behavior. In this study, leadership style is an external factor that can shape work behavior, thus impacting employee performance. This finding is also consistent with research by Susijawati et al. (2024), Purwanto et al. (2023), Eka Asmarajati et al. (2023), and Rizqika et al. (2023), which found that leadership style has a positive and significant effect on employee performance.

The Effect of Work Discipline on Employee Performance at Holiday Inn Resort Baruna Bali. The results of this study indicate that work discipline has a positive and significant effect on employee performance at Holiday Inn Resort Baruna Bali. This is evidenced by the calculated t-value of $6.885 > t\text{-table } 1.656$ and a significance level of $0.000 < 0.05$, thus accepting the third hypothesis. The regression coefficient of 0.454 indicates that the higher the employee's work discipline, the higher their performance. Work discipline reflects employees' awareness and willingness to comply with regulations, carry out their responsibilities, and complete work according to company standards, thereby increasing work effectiveness and productivity (Ridwan & Anwar, 2022; Putra et al., 2022; Wibowo & Sari, 2022; Zaini et al., 2022).

These findings also support Attribution Theory, which explains that work discipline is an internal factor that influences individual behavior at work. Employees with a high level of discipline will demonstrate greater responsibility and commitment, resulting in optimal performance. The results of this study align with those of Christina et al. (2023), Mardyaningrum & Hasibuan (2024), Desy Mardianty & Agia (2024), and Qurbani & Melisa (2023), which demonstrated that work discipline has a positive and significant impact on employee performance.

The Influence of Leadership Style and Work Discipline on Employee Performance at Holiday Inn Resort Baruna Bali. Based on the F-test results, the calculated F value was $86.698 > F\text{table } 3.07$ with a significance level of $0.000 < 0.05$; thus, H_0 was rejected, and H_1 was accepted. These results indicate that leadership style (X_1) and work discipline (X_2) simultaneously have a positive and significant effect on employee performance at Holiday Inn Resort Baruna Bali. This means that the better the leadership style is implemented and the higher the employee's work discipline, the higher the employee performance will be. Conversely, if the leadership style is ineffective and the level of work discipline is low, employee performance tends to decline. This situation indicates that an organization's success in improving employee performance depends not only on the leader's ability to direct and motivate subordinates, but also on employees' awareness of complying with regulations

and carrying out their duties responsibly (Suhartiningtyas et al., 2022; Akmala et al., 2022; Oktavia & Yanuar, 2022; Saryadi et al., 2022).

The results of this study align with Attribution Theory, which explains that individual behavior and performance are influenced by a combination of internal and external factors. In this study, leadership style is an external factor that plays a role in providing direction, motivation, and creating a conducive work environment, while work discipline is an internal factor that reflects an individual's awareness of complying with regulations and carrying out work responsibilities. The synergy between these two factors can drive improvements in work quality, productivity, and the achievement of organizational goals. The results of this study are also consistent with research conducted by Hermawati et al. (2022), Susijawati et al. (2024), and Rizqika et al. (2023), and Setyaningrum and Darsono (2023) who concluded that leadership style and work discipline simultaneously have a positive and significant effect on employee performance.

CONCLUSION

Based on the data analysis and discussion, the following conclusions were drawn:

1. Leadership style has a positive and significant effect on employee performance at Holiday Inn Resort Baruna Bali. This means that a better leadership style will improve employee performance at Holiday Inn Resort Baruna Bali.
2. Work discipline has a positive and significant effect on employee performance at Holiday Inn Resort Baruna Bali. This means that better work discipline will improve employee performance at Holiday Inn Resort Baruna Bali.
3. Leadership style and work discipline have a positive and significant effect on employee performance at Holiday Inn Resort Baruna Bali. This means that a better leadership style and work discipline will improve employee performance at Holiday Inn Resort Baruna Bali.

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