

## Analysis of the Influence of Leadership Style, Motivation and Supervision on the Performance of Anara Sky Kualanamu Hotel Employees

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### ABSTRACT

Human resources are important assets in a company because they are responsible for running daily operations, ensuring company efficiency and productivity, and creating innovation and business growth. This study aims to determine whether leadership style, motivation and insight affect employee performance partially and simultaneously at Anara Sky Kualanamu Hotel. The approach used in this study is an associative approach. This research was conducted on employees of Anara Sky Kualanamu Hotel, with a total of 44 respondents with testing using SPSS ver 26. The results of this study show that the leadership style variable ( $X_1$ ) has a significant effect on employee performance, the motivation variable ( $X_2$ ) does not have a significant effect on employee performance, the supervisory variable ( $X_3$ ) does not have a significant effect on employee performance, the variables  $X_1$  (Leadership Style),  $X_2$  (Motivation),  $X_3$  (Supervision) simultaneously affect and significant employee performance.

### Keywords:

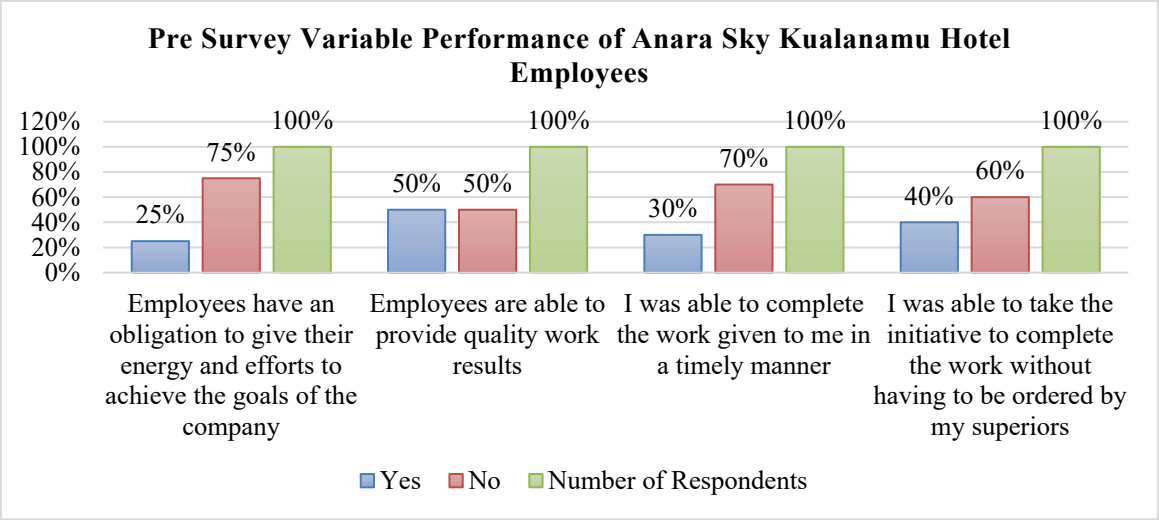
Employee Performance<sup>1</sup>; Leadership Style<sup>2</sup>; Motivation<sup>3</sup>; Supervision<sup>4</sup>;

### 1. Introduction

Human resources function as the main actors as movers and shakers of the path of a company, from planning to evaluation, where they have the ability to utilize other resources owned by the company. Therefore, human resources are considered the most important. Human resources are important assets in a company because they are responsible for running daily operations, ensuring company efficiency and productivity, and creating innovation and business growth. According to (Afandi, 2018) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals, does not violate the law and does not conflict with morals and ethics. Changes in the increasingly complex and competitive organizational environment require every organization

and company to be more responsive in order to survive and continue to grow (Pramudya, 2023). To support organizational change, individual change is needed.

Hotel Anara Sky Kualanamu is a three-star hotel strategically located near Kualanamu International Airport, North Sumatra. The hotel offers modern comfort and facilities to in-house guests.

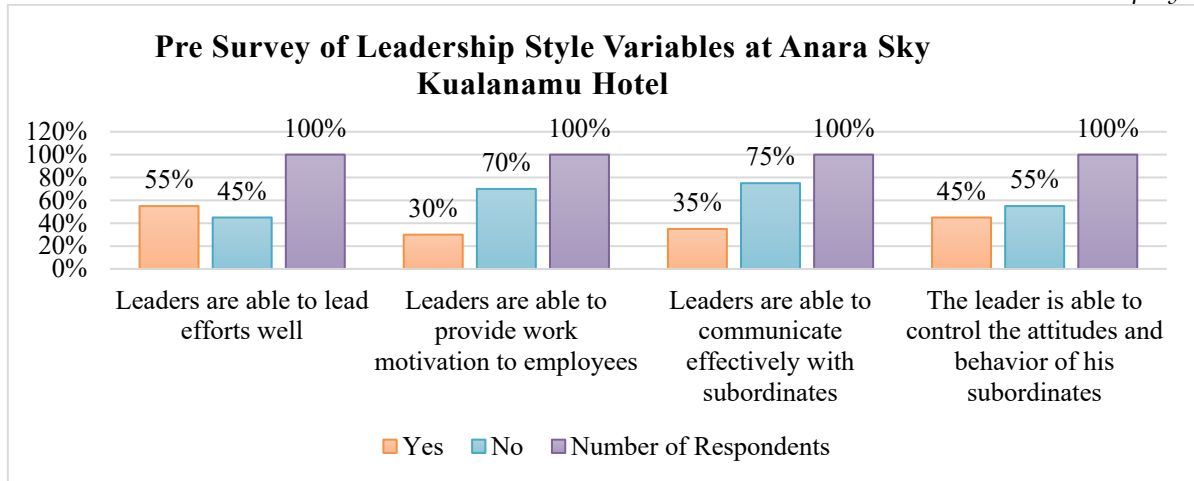


Source : Data processed by researchers, 2024

**Picture. 1 Pre-Survey Results Employee Performance Variables (Y)**

The following pre-survey results are appropriate and in line with the direct analysis that the researchers conducted. Where employees of Anara Sky Kualanamu Hotel do not understand anything that is responsible for their work and cannot optimally and on time do their work.

(Kartono, 2016), states Leadership style is a person who has a certain superiority, so that he has the obligation and power to move other organs to make joint efforts to achieve a certain goal.

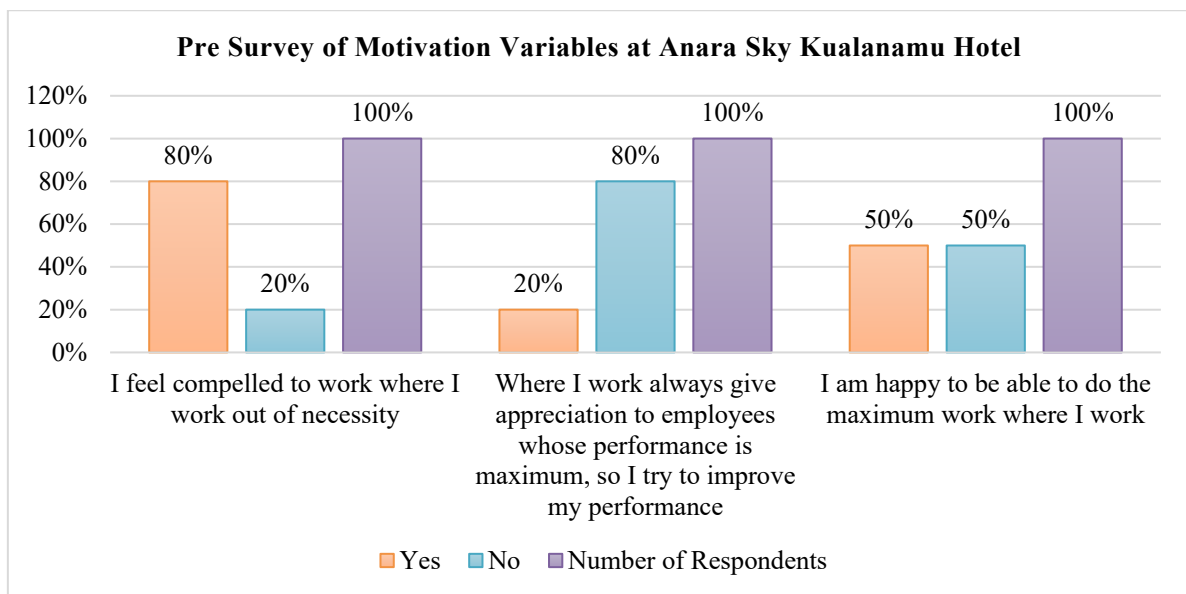


Source : Data processed by researchers, 2024

**Picture. 2 Pre-survey results of leadership style variables (X1)**

The following pre-survey results are appropriate and in line with the direct analysis that the researchers conducted. Where the leadership style at Anara Sky Kualanamu Hotel has not run optimally. Where the leader has not maximally set a good example to his employees.

Motivation is the impetus for someone to make the greatest possible contribution to the success of the organization in achieving its goals,(Siagian,2018). Motivation is important because it encourages people's behavior to be willing to work hard and enthusiastic in achieving optimal things.

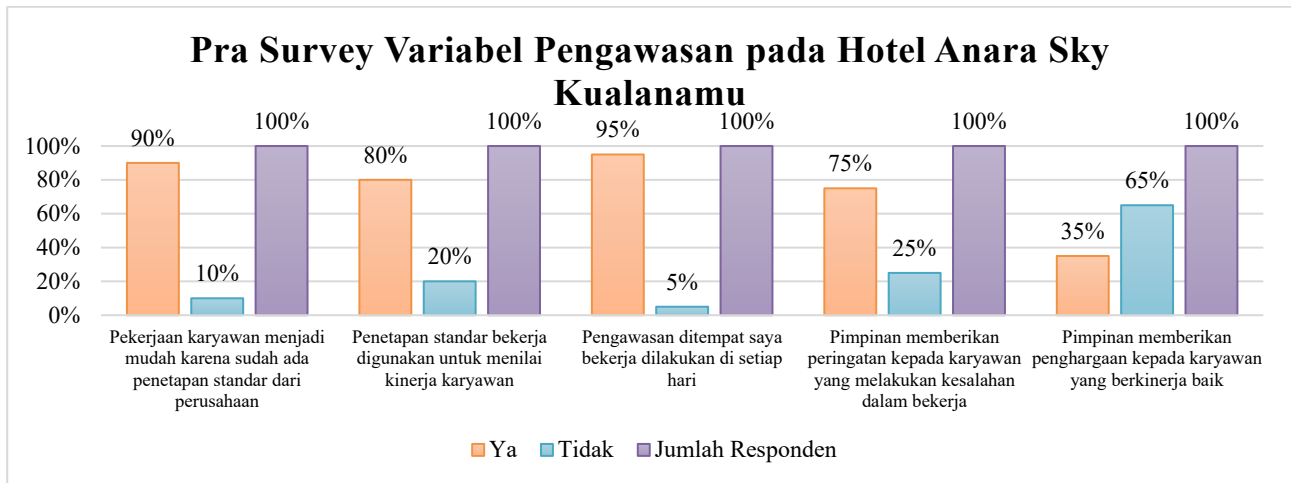


Source : Data processed by researchers, 2024

**Picture. 3 Pre-survey results of motivation variables (X2)**

This is in line with the results of direct observations that researchers make. Where some employees are not too eager to do their work, especially in the *housekeeping staff*.

Monitoring according to (Handoko, 2017) is a process to ensure that organizational and management goals can be achieved. People involved in organizations need observation, not with the aim of teaching and guiding them (Wahyono, 2018).

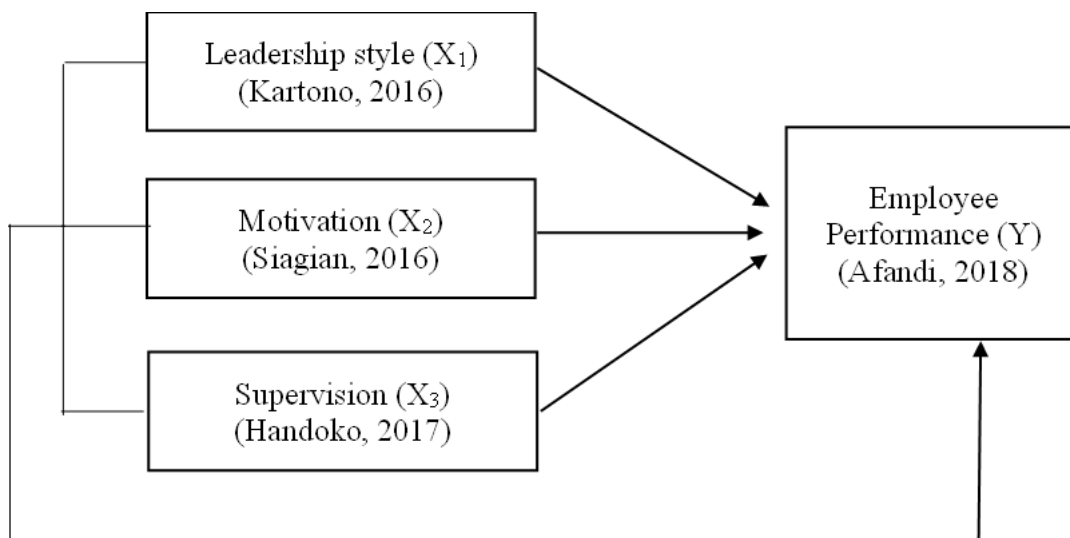


Source : Data processed by researchers, 2024

**Picture. 4 Pre-survey results of supervisory variables (X3)**

This is in line with the results of direct observations that researchers make. Where all employees who work have carried out work in accordance with the objectives and work standards. However, leaders do not give appreciation to employees who perform well and on the contrary will firmly give a reprimand to employees who make mistakes at work even though they only make a few mistakes (Taufik, 2018).

## 2. Methods



Source : Data processed by researchers, 2024

**Picture. 5 Conceptual Framework**

The approach used in this study is an associative approach. The associative approach according to (Sugiyono, 2018) is research that aims to determine the relationship between two or more variables, looking for roles, influences and causal relationships, namely between independent variables and dependent variables.

**Table. 1 Operational Definition**

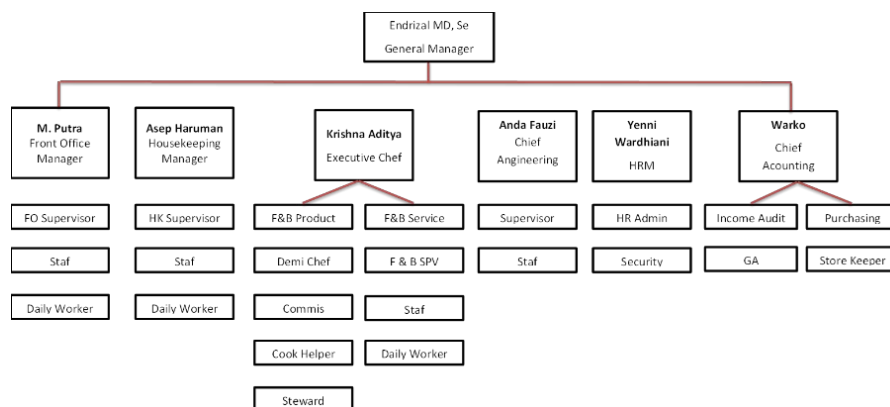
Variable	Operational Definition	Indicators	Scale
Employee Performance (Y)	Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics. Afandi (2018)	1. Quality of work 2. Quantity of work 3. Efficiency in carrying out tasks 4. Work Discipline 5. Initiative 6. Accuracy 7. Leadership 8. Creativity (Afandi, 2018)	Likert
Leadership style (X <sub>1</sub> )	Leadership style is a person who has a certain superiority, so he has the obligation and power to move other organs to make joint efforts to achieve a certain goal. Kartono (2016)	1. Decision-making ability 2. Ability to motivate 3. Communication skills 4. Ability to control subordinates 5. Ability to control subordinates (Kartono, 2016)	Likert
Motivation (X <sub>2</sub> )	Motivation is the impetus for someone to make the greatest possible contribution to the success of the organization in achieving its goals. Siagian (2016)	1. Driving Power 2. Willpower 3. Willingness 4. Build Expertise 5. Shaping Skills 6. Responsibility 7. Liability 8. Purpose (Siagian, 2016)	Likert
Surveillance (X <sub>3</sub> )	Supervision can be defined as the process of "ensuring" that organizational and management goals are achieved. Handoko (2017)	1. Accurate 2. Be on Time 3. Objective and decaying 4. Centralized on strategic monitoring points 5. Economically realistic 6. Organizationally realistic 7. Coordinated with the organization's workflow 8. Flexible 9. Directing and operational 10. Accepted by members of the organization (Handoko, 2017)	Likert

Source : Data processed by researchers, 2024

The population in this study was all employees totaling 44 people. In this study, the author will use a sampling technique by *non-probability sampling convenience* or saturated sample because the entire population is sampled if the population is below 100 (Rusiadi, 2014). So the sample in this study is all employees of Anara Sky Kualanamu Hotel, which is 44 employees. The source of data in this study was obtained directly from the source. In research, data is obtained through the distribution of questionnaires to respondents and data obtained from various existing sources: books, theories, scientific papers and other journals. Data collection techniques in this study were by using questionnaires, interviews and observations. Data analysis techniques in this study use data quality tests, classical assumption tests and conformity tests.

### 3. Results and Discussion

Along with the increase in Kualanmu International Airport service users, PT Angkasa Pura II (Persero) sees a promising business opportunity. expanding by opening Horison Sky Kalanamu hotel located at Kualanamu International Airport, Deli Serdang. Built on an area of ??6,900 m2 and cost 52 billion led by President Director of PT Angksa Pura II (Persero) Muhammad Awaluddin. On August 15, 2018 Horison Sky Kualanamu Hotel was officially opened using the MGM (Metropolitan Golden Management) Brand Owning By Angkasa Pura and has been certified 3 (three) Star Hotels.



Source: Hotel Anara Sky Kualanamu, 2024

**Picture. 6 Organizational Structure of Hotel Anara Sky Kualanamu**

The following are the results of the Research Data Validity Test:

**Table. 2 Test Data Validity**

Instrument X1	Calculate	Rtabel	Information
X1.1	0,843	0,297	valid
X1.2	0,921	0,297	valid
X1.3	0,921	0,297	valid
X1.4	0,919	0,297	valid
X1.5	0,902	0,297	valid
X1.6	0,884	0,297	valid
X1.7	0,917	0,297	valid
X1.8	0,924	0,297	valid

X1.9	0,787	0,297	valid
X1.10	0,774	0,297	valid
<b>Instrument X2</b>	<b>Calculate</b>	<b>Rtabel</b>	<b>Information</b>
X2.1	0,908	0,297	valid
X2.2	0,895	0,297	valid
X2.3	0,951	0,297	valid
X2.4	0,971	0,297	valid
X2.5	0,957	0,297	valid
X2.6	0,954	0,297	valid
X2.7	0,951	0,297	valid
X2.8	0,954	0,297	valid

<b>Instrument X3</b>	<b>Calculate</b>	<b>Rtabel</b>	<b>Information</b>
X3.1	0,887	0,297	valid
X3.2	0,878	0,297	valid
X3.3	0,936	0,297	valid
X3.4	0,967	0,297	valid
X3.5	0,945	0,297	valid
X3.6	0,955	0,297	valid
X3.7	0,960	0,297	valid
X3.8	0,954	0,297	valid
X3.9	0,935	0,297	valid
X3.10	0,966	0,297	valid
<b>Instrument Y</b>	<b>Calculate</b>	<b>Rtabel</b>	<b>Information</b>
Y.1	0,960	0,297	valid
Y.2	0,967	0,297	valid
Y.3	0,972	0,297	valid
Y.4	0,950	0,297	valid
Y.5	0,974	0,297	valid
Y.6	0,956	0,297	valid
Y.7	0,964	0,297	valid
Y.8	0,965	0,297	valid
Y.9	0,970	0,297	valid

Source: Data processed by researchers, 2024

From the table above, it is known that the validity value for each statement from the calculation obtained a higher validity value than the r value of the table. Therefore, it is concluded that all instruments used are correct.

The following are the results of the Reliability Test in the study:

**Table. 3 Reliability Test Results**

Variable	Cronbach Alpha	Reliable Limits	Information
Y.1	0,982	0,6	Reliable
Y.2	0,981	0,6	Reliable
Y.3	0,982	0,6	Reliable

Source: Data processed by researchers, 2024

From the table above, it is known that the results of the Cronbach alpha value on each variable value  $>0.6$  So it can be concluded that the statement items / instruments used in each are declared reliable.

Here are the results of the Normality Test in the study:

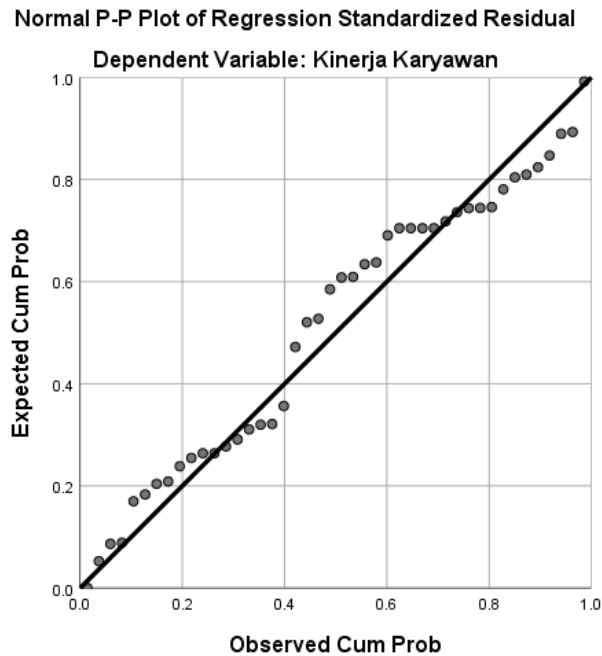
**Table. 4 Normality Test Results**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		44
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	7.86404192
Most Extreme Differences	Absolute	.112
	Positive	.076
	Negative	-.112
Test Statistics		.112
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Data processed by researchers, 2024

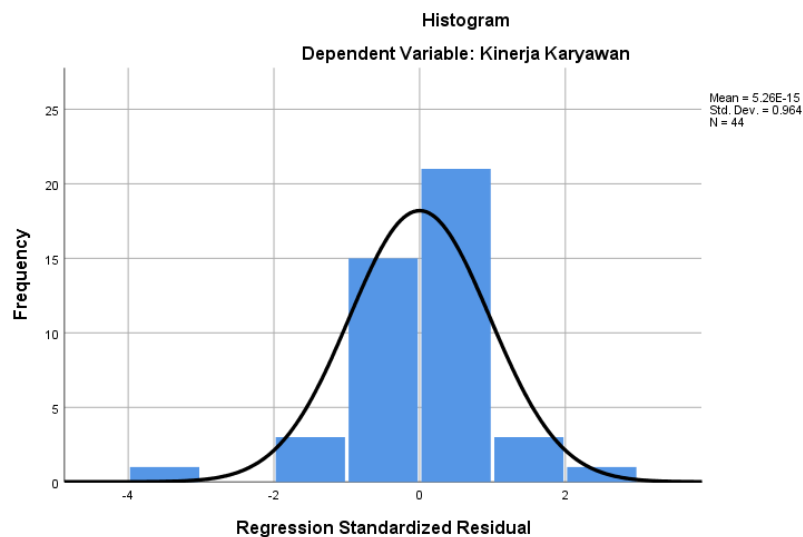


Based on the table above, a significant value of  $0.200 > 0.05$  is obtained which means that the significant value of 0.200 is greater than 0.05 so that it can be stated that the data used in this study are statistically normally distributed. In addition to using the kolmogorov-smirnov test, the normality test can also be seen through the normal P-Plots chart and histogram graph as follows:



Source: Data processed by researchers, 2024

**Picture. 7 P-Plots Chart**



Source: Data processed by researchers, 2024

**Picture. 8 Histogram Chart**

Based on the figure above, the histogram of employee performance normality test results has been distributed normally, where the histogram image has bell-shaped lines and has a balanced convexity.

The following are the results of the Multicollinearity Test in the study:

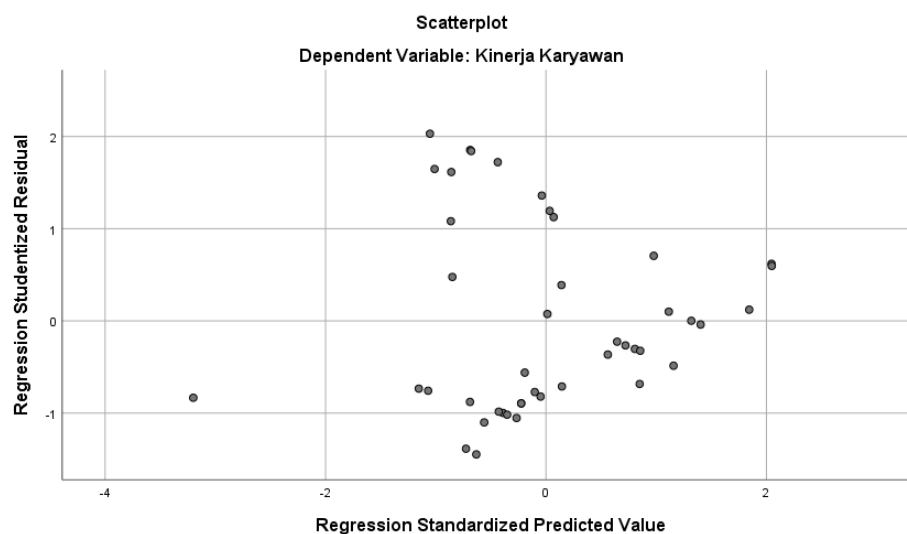
**Table. 5 Multicollinearity Test Results**

Coefficients <sup>a</sup>			
Type		Collinearity Statistics	
		Tolerance	VIF
1	Leadership Style	.112	8.908
	Motivation	.127	7.881
	Supervision	.349	2.861
a. Dependent Variable: Employee Performance			

Source: Data processed by researchers, 2024

Based on the table above, it is obtained that the VIF value that Leadership Style  $8.908 < 10$ , Motivation  $7.881 < 10$  and Supervision  $2.861 < 10$  can be stated that there are no symptoms of multicollinearity between the variables mentioned above.

The following are the results of the heteroscedasticity test in the study:



Source: Data processed by researchers, 2024

**Picture. 9 Heteroscedasticity Test Results**

The results of the scatterplots graph above, show that the points are spread randomly and scattered above or below the number 0 on the Y axis. It can be concluded that there is no heteroskedesticity in the regression model, so the regression model is feasible to be used to predict employee performance based on input Leadership Style, motives and supervision.

Here are the results of the Multiple Linear Regression Test in the study:

**Table. 6 Multiple Linear Regression Test Results**

Coefficients <sup>a</sup>						
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.143	7.312		2.481	.017
	Leadership Style	.247	.089	.402	2.757	.009
	Motivation	.074	.135	.080	.551	.585
	Supervision	.201	.159	.179	1.264	.214

a. Dependent Variable: Employee Performance

Source: Data processed by researchers, 2024

$$Y=18.143+-0.247X1+ -0.074X2+0.201X3$$

The following are the results of the Partial Test t and Simultaneous Test F in the study:

**Table. 7 Partial Test Results t**

Coefficients <sup>a</sup>			
Type		t	Sig.
1	(Constant)	2.481	.017
	Leadership Style	2.757	.009
	Motivation	.551	.585
	Supervision	1.264	.214

a. Dependent Variable: Employee Performance

Source: Data processed by researchers, 2024

The table above shows the results of the Leadership Style variable that the  $t_{count} > t_{table}$  is  $2.757 > 1.683$  and the significance of  $0.009 > 0.05$  then it is concluded that  $H_0$  is rejected and  $H_a$  is accepted, meaning that the Leadership Style variable ( $X_1$ ) has a significant effect on the performance of Anara Sky Kualanamu Hotel employees. Motivation variable with a calculated value of  $< t_{table}$  which is  $0.551 < 1.683$  and significance  $0.585 < 0.05$ , it is concluded that  $H_0$  is accepted and  $H_a$  is rejected meaning that the Motivation variable ( $X_2$ ) does not have a significant effect on the performance of Anara Sky Kualanamu Hotel employees. The supervisory variable with the calculated value of  $< t_{table}$  is  $1.264 < 1.683$  and a significance of  $0.514 < 0.05$ , it is concluded that  $H_0$  is accepted and  $H_a$  is rejected meaning that the supervisory variable ( $X_2$ ) does not have a significant effect on the performance of Anara Sky Kualanamu Hotel employees.

**Table. 8 Simultaneous Test F**

ANOVA <sup>a</sup>					
Type	Sum of Squares	Df	Mean Square	F	Sig.

1	Regression	503.367	3	167.789	3.492	.024b
	Residuals	1922.179	40	48.054		
	Total	2425.545	43			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Supervision, Leadership Style, Motivation						

Source: *Data processed by researchers, 2024*

The test results found a  $F_{\text{calculate}}$  value of  $3.492 > F_{\text{table}} 2.839$  and a significance value of  $0.024 < 0.05$ , this is that  $H_0$  is rejected and  $H_a$  is accepted. This means that the variables  $X_1$  (Leadership Style),  $X_2$  (Motivation),  $X_3$  (Supervision) simultaneously affect and significant employee performance.

The following are the results of the Determination Test ( $R^2$ ) in the study:

**Table. 9  $R^2$  Determination Test Results**

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.456a	.208	.148	6.932
a. Predictors: (Constant), Supervision, Leadership Style, Motivation				

Source: *Data processed by researchers, 2024*

Based on the table above, it was found that the value obtained by the R number was 0.456. This shows that the independent variable has a strong relationship of 45.8% between the independent variable and the dependent variable at Anara Sky Kualanamu Hotel.

While the value of  $R^2$  (R Square) or coefficient of determination is 0.208 or 20.8%, which means that the contribution of the influence of leadership style variables, motivation and supervision on employee performance is 20.8%, while the remaining 79.2% is influenced and explained by other variables that are not included in the research model.

#### 4. Conlusion

Leadership style is a person who has a certain superiority, so he has the obligation and power to move other organs to make joint efforts to achieve a certain goal. Based on the results of the study, it was found that leadership style partially has a positive and significant effect on employee performance. In this study leadership style is a role model in organizations, therefore change must start from the very top level, namely the leader himself. Therefore, organizations need reformist leaders who are able to be the driving force that drives organizational change.(Kartono, 2016)

Motivation is the impetus for a person to make the greatest possible contribution to the success of the organization to achieve its goals. Based on the results of the study, it was found that partial

motivation did not have a positive and significant effect on employee performance. This can be interpreted that providing motivation has no effect on improving employee performance. To increase the influence of motivation on employee performance, companies need to ensure that there is a strong connection between individual goals and organizational goals, provide constructive feedback, promote a supportive work environment, and provide fair opportunities for career development.(Siagian, 2016)

Supervision can be defined as a process to "guarantee" that organizational and management goals are achieved. The supervisory function is to highlight what is happening at the time of the implementation of ongoing operational activities. Based on the results of the study, it was found that partial supervision did not have a positive and significant effect on employee performance. This can be interpreted that even though an organization has or runs higher supervision, it does not necessarily affect the expected employee performance. If employees are well trained, have sufficient experience, and have high initiative, overly strict supervision may not be necessary and may even be considered disruptive. In cases like these, giving freedom and autonomy to employees can further improve their performance.(Handoko, 2017)

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