

Influence of leadership and loyalty on employee performance at royal regantris kuta during the covid-19 pandemic

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ABSTRACT

This is quantitative research conducted to examine the effect of leadership and loyalty on employee performance at Royal Regantris Kuta during the COVID-19 pandemic. The sample used was 32 people using the saturated sampling method consisting of all employees of the Royal Regantris Kuta. Data collected with likert scale questionnaire given to all samples, interviews and document recording. The data analysis technique used classical assumption, coefficient of determination, multiple linear regression, T test and F test. The results are: (1) leadership variables had a significant positive effect on employee performance; (2) loyalty variable has a significant positive effect on employee performance; and (3) leadership and loyalty variables show simulant effect on employee performance.

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1. Introduction

Mubarok et al. (2020) say that tourism and hospitality industry, HR is an important competitiveness factor because it directly affects competitiveness and survival. Performance as a result of work is the main aspect in achieving goals. Team or individual performance that is not optimal results in failure to achieve goals. The COVID-19 pandemic has had an impact on the hospitality industry. Royal Regantis Kuta as a part of the hospitality industry must suppress employee compensation in order to continue to meet employee needs and survive. According to Syahputra in Asriani et al. (2021) Compensation cuts are appropriate because they help minimize the company's operating expenses. Along with the emphasis on compensation, there are indications of a decrease in employee performance in implementing hotel operations such as inventory, billing, and miscommunication between employees. These problems can slow down the smooth operation and reduce company performance. The decline in performance that goes hand in hand with the emphasis on compensation indicates problems in employee loyalty. Cashmere (2018) said that loyalty is proven by continuing to work optimally even though the company is not in a good condition. Apart from that, no significant steps have been taken by the leaders. (Gustara and Adiwati 2021; Megantar and Prihatini 2016; Mujiati 2016; Riana et al. 2015) shows that leadership influences employee performance, in line with Saputri and Andayani (2018), otherwise (Thamrin et al. (2020) shows that leadership has a negative effect on employee performance. Then (Armadita and Sitohang 2021; Gustara and Adiwati 2021; Mamesah et al. 2016; Marentek et al. 2021; Saputra et al. 2016) shows that loyalty has a positive effect on employee performance, whereas (Indrastuti et al. 2018) shows that loyalty has a negative effect on employee performance.

Presearchn this is done in general to analyze and know the partial and simultaneous relationship of leadership and loyalty to employee performance. Then specifically to analyze and determine the influence of leadership on employee performance at the Royal Regantris Kuta; to analyze and determine the effect of

loyalty on employee performance at the Royal Regantris Kuta; and to analyze and determine the effect of leadership and loyalty simultaneously on employee performance at the Royal Regantris Kuta.

Kasmir (2018) stated that performance is the ability of individuals or groups to do and perfect something in line with their responsibility for the desired results. Factors that affect employee performance include abilities and skills, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline. To measure employee performance indicators can be used (1) quality of work, (2) quantity of work, (3) responsibility, (4) reliability, and (5) ability to work together.

Kasmir (2018) said leadership is the behavior of a leader in directing people to complete the work and responsibilities given, as also conveyed by (Terry 2014). Sutrisno (2013) states that leaders play an important role in an organization divided into three forms, namely interpersonal roles, informational roles and decision-making roles. In addition, several leadership theories, namely, the trait theory states that a person is born as a leader; behavioral theory (behavior theory) which states that leadership is formed from interactions between leaders and followers; and situational theory which states that effective leaders know the situation and needs of the organization. The indicators that can be used to measure employee performance are (1) work coordination; (2) analytical skills; (3) communication; (4) listening ability; and (5) supportive.

KUSmir (2018) says loyalty is loyalty worker ja in taking the side of the company by continuing to work optimally even though the company is not doing well. Afandi (2018) states that loyalty is not only physical loyalty but contribution and full care is given to the company. (Almasdi 2012) Loyalty is influenced by internal factors (compensation), external factors (work environment, job security, appreciation from the company, organizational culture) and personality factors (employee personal character). While Martiwi (2012) divides it into two, namely internal factors including employee characteristics and external factors including work facilities, benefits, work atmosphere, and compensation. The indicators used are (1) obedience, (2) responsibility, (3) sense of belonging, (4) liking for work, (5) dedication and (6) honesty.

Through this research it is expected to contribute in donating and enriching theory about performance through its relationship with leadership and loyalty factors. So it is expected that performance theory can be further developed and can be used for other parties. In addition, it can be used as a guide for both companies in the hospitality and non-hospitality industries in implementing a leadership system and maintaining employee performance in an effort to improve employee performance.

2. Research Method

The research was conducted at the Royal Regantris Kuta from February to July 2022 in the form of quantitative research where data was obtained in the form of numbers which were then analyzed using statistics. The research design starts from formulating the problem and objectives, exploring the literature and theoretical basis, compiling hypotheses, making research instruments, collecting data and processing it using SPSS 26. The research hypotheses are:

H1: Leadership has a positive effect on the performance of employees at the Royal Regantris Kuta

H2: Loyalty has a positive effect on employee performance at the Royal Regantris Kuta

H3: Leadership and Loyalty have a simultaneous effect on employee performance.

The type of data is in the form of quantitative data on employee performance, leadership and loyalty questionnaire scores as well as qualitative data on books, previous research, online journals and hotel history. Then the primary data sources are the results of questionnaires and interviews with the Human Resource Manager. The population includes all employees at the Royal Regantris Kuta starting from the rank & file level to the head of department of 32 people. Sampling uses nonprobability sampling with sampling techniques saturated as many as 32 people.

Research instruments include questionnaires and interview guidelines. Data collection techniques with questionnaires, interviews and documentation. The questionnaire is in the form of a closed or structured questionnaire using a Likert scale. Interviews were conducted with the Human Resource Manager to obtain information that supports the results of the questionnaire analysis. The documentation used is in the form of company history data, location and employee data.

Data analysis techniques consist of validity test, reliability test, classic assumption test (normality test, multicollinearity test and heteroscedasticity test), analysis of the coefficient of determination, linear regression analysis multiplex, t test and F test. The results of data analysis are presented in formal form in the form of tables and figures while in informal form in the form of interpretation of data analysis and interview results.

3. Results And Discussions

After successfully collecting and analyzing data within the planned time span, the researchers obtained the following research results:

3.1 Research result

Respondent identity based on genders shows that male employees are more dominant by 75 percent and women by 25 percent. This is based on the manpower requirements of each department. Based on age, employees with an age range of 31-40 years are more dominant by 40.6 percent, while employees with an age range of 20-30 years are 37.5 percent and those with an age range of more than 40 years are 21.9 percent. Employees with an age range of 31-40 years are considered to have higher productivity and are expected to contribute a lot to the company. Then based on the education level of employees with a bachelor's level of education, it is more dominant at 37.5 percent, while employees with a high school/vocational school education level and diploma have the same percentage, namely 31.3 percent. The minimum level of education for employees at Royal Regantris Kuta is a diploma. Then, Employees with more than 3 years of service are more dominant, namely 62.5 percent, while employees with less than 1 year of service are 12.5 percent and 1 to 3 years of service are 25 percent. Most of Royal Regantris Kuta's employees have been part of the company since Royal Regantris Kuta was founded. Then based on the department, administration & general and housekeeping departments are more dominant by 18.8 percent because they have many divisions and wide work areas, while the food & beverage product department and sales & marketing have a small number of 6.3 percent because of the number of divisions and areas work is also not extensive. The front office department has a percentage of 15.6 percent, food & beverage service 9.4 percent and the HR &

The validity test obtained a significant correlation of item scores with a total score of less than 0.05. Priyatno (2017) stated *ji ka ni lai* significance < 0.05 then item can be expressed as valid, so that all the questions in the questionnaire are valid. Then test results liability listenn look at Cronbach's Alpha value. (Sugiyono 2013) states that if the Cronbach's Alpha value is more than 0.60 then the item is reliable. Based on the results of the reliability test, it was found that all items had a Cronbach's Alpha value of more than 0.60 so that all items were reliable.

The normality test with the OSample KS method obtained a value of KS Z = 0.106 with sign = 0.200 > 0.05 (non-sign) so that the multiple linear regressions formed are normally distributed and by the graphical method it is known that the dots spread around the line in line with the residual line so that multiple linear regression which is normally distributed. Furthermore, the multicollinearity test is seen through the VIF value of 1.731 < 5 and the tolerance of 0.578 > 0.1 so that there is no multicollinearity in the regression equation formed. Then the heteroscedasticity test on the Glejser method obtained a sig. = 0.795 > 0.05 and in the graphical method by looking at the Scatterplot graph it is known that the points are spread without a pattern so there is no problem of heteroscedasticity in the regression equation.

Statistical descriptive obtained mean (average count) \pm SD of Employee Performance (Y): 13.62 \pm 2.72; Leadership (X1) 20.01 \pm 3.83; and Loyalty (X2) 13.31 \pm 2.65 with a lot of data for each variable is 32. Furthermore, the correlation between employee performance (Y) and leadership (X1): $r_{xy 1} = 0.792$ ($p=0.000 < 0.005$) □ significant and the correlation between performance employees (Y) with loyalty (X2): $r_{xy 2} = 0.812$ ($p = 0.00 < 0.05$) □ significant. So that the two independent variables have a significant correlation to Employee Performance (Y). Then on the enter/removed variable using the stepwise method, 2 models are formed, namely model 1: only by entering the independent variable Leadership (X1) and Employee Performance (Y) and model 2: entering the independent variable Loyalty (X2) again. So that, in model 2 the regression equation formed Leadership (X1) and Loyalty (X2) with Employee Performance (Y). From the 2 regression models formed, then model 2 is used. In the analysis the coefficient of determination formed is the simultaneous correlation of X1X2 to Y or $ryx_{1x2} = 0.884$ with the index of determination (I) = $(0.884)^2 = 0.7814 = 78.14\%$. That is, leadership (X1) and loyalty (X2) together influence employee performance (Y) by 78.14 percent and 21.86 percent are influenced by other variables.

In regression analysis leadership (X1) and loyalty (X2) together influence employee performance (Y) by 78.14 percent and 21.86 percent are influenced by other variables. In regression analysis leadership (X1) and loyalty (X2) together influence employee performance (Y) by 78.14 percent and 21.86 percent are influenced by other variables. In regression analysis the double r is formed regression equation:

$$Y = 0.086 + 0.528X_1 + 0.325X_2$$

The magnitude of the constant value of 0.086 shows that if Leadership and Loyalty are at zero (0), then Employee Performance is worth a constant, namely 0.086. Then, the leadership regression coefficient (X1) is 0.528 indicates 1 unit increase in the Leadership variable (X1) will increase Employee Performance (Y) worth 0.528. Also, the regression coefficient Loyalty (X2) is 0.325 indicating 1 unit increase in the Loyalty variable (X2) will increase Employee Performance (Y) of 0.325. So any increase in Leadership and Loyalty can also increase Employee Performance

The t test shows a constant (b_0) = 0.086, t count = 0.063 with sign = 0.950 > 0.05 □ non-sign, where the significance of the constant does not need to be considered even though it is not significant. Then, B_1 = leadership regression coefficient (X1) = 0.528 (positive) with t count = 4.505 and significance = 0.000 < 0.05 □ sign. Then H1 is accepted, leadership has a significant positive effect on employee performance at the Royal Regantris Kuta. Furthermore, B_2 = loyalty regression coefficient (X2) = 0.325 (positive) with t count = 4.001 and significance = 0.000 < 0.05 □ sign. Then H2 is accepted, loyalty has a significant positive effect on employee performance at the Royal Regantris Kuta. Based on the Standardized Coefficients Beta value, the dominant variable is loyalty with a value of 0.515, while leadership has a value of 0.458. Furthermore, F test with F count 51.672 and sig. 0.000 < 0.05 □ sign. Then H3 is accepted, leadership and loyalty have a simultaneous effect on employee performance at the Royal Regantris Kuta.

Discussion

Leadership with a regression coefficient of 0.528 shows that for every 1 unit increase in leadership, there is an increase in employee performance of 0.528. In addition, the resulting t-count value is 4,505 with a significance of 0.000 < 0.05 indicating that the leadership variable has a positive and significant effect on employee performance. Leadership in Royal Regantris Kuta has been well implemented, especially in terms of being supportive to maintain and improve employee performance, especially during the COVID-19 pandemic. Based on the respondents' answers regarding leadership there are still a number of things that need to be improved in terms of leader support to his subordinates in terms of praise and bonuses. Suprapta et al., (2015) said that the support provided by leaders has an impact on employee performance and productivity. This is in accordance with research (Gustara and Adiwati 2021; Megantar and Prihatini 2016; Mujiati 2016; Riana et al. 2015) that leadership is an influential leader and significant to employee performance. Gustara and Adiwati (2021) It is easy for employees to achieve and improve their performance if the leader is good, firm and not arbitrary.

Then, Loyalty with a regression coefficient of 0.325 shows any importance sayn Loyalty of 1 unit can increase employee performance by 0.325. In addition, the calculated t value is 4,001 with a significance of 0.000 < 0.05 indicating that loyalty has a significant positive effect on employee performance. Employee loyalty at Royal Regantris Kuta is very good, especially in terms of team work. This is also the implementation of Royal Regantris Kuta's cultural values in achieving the company's vision and mission, namely integrity, professionalism, sincerity, enthusiasm, and a sense of belonging. Respondents' answers regarding Loyalty still need to be improved, especially in terms of loyalty not to accept other job offers and prioritizing work interests above personal interests while working. Armadita & Sitohang (2021) state that loyalty also takes the form of maintaining high productivity, being willing to survive, as well as employee relations. This research is in line with (Armadita and Sitohang 2021; Gustara and Adiwati 2021; Mamesah et al. 2016; Marentek et al. 2021; Riana et al. 2015) that loyalty affects employee performance. Meanwhile, contrary to the research of Indrastuti et al. (2018) which shows loyalty has no effect on employee performance. High employee loyalty will improve employee performance. Armadita and Sitohang (2021) Loyalty given by employees to the company in the form of providing good service, high initiative and being willing to work overtime so that the company can provide rewards in the form of rewards or career paths.

Leadership and loyalty have an F count of 51.672 with a significance of 0.000 < 0.05 that the variables of Leadership and Loyalty have a significant positive effect on Employee Performance. The

regression equation $Y = 0.086 + 0.528X_1 + 0.325X_2$ signifies the coefficient of each postal variable itf and have a unidirectional relationship. Sema leadership and employee loyalty kin good so pu lak inerja produced by employees at Royal Regantris Kuta. In the analysis of the coefficient of determination, it was found that leadership and loyalty had an effect on employee performance of 78.14 percent and 21.86 percent were influenced by other factors that had an impact on employee performance which were not examined. Based on the Standardized Coefficients Beta value, loyalty has a more dominant influence of 0.515 compared to leadership of 0.458. This research is in accordance with Gracia and Setyowati (2022) conducted at PT Nawilis Mau Sejahtera (Nawilis Car Workshop) which shows that leadership and loyalty have a simultaneous effect on employee performance with a determinant coefficient value nasi amounted to 41.2 percent.

4. Conclusion

Leadership has a positive effect and significant to the performance of employees at the Royal Regantris Kuta. Good leadership will produce good employee performance. Through true leadership, employees feel satisfied and can improve their performance. Then, loyalty has a positive and significant effect on employee performance at the Royal Regantris Kuta. High employee loyalty will result in good performance. Loyalty is not only about the loyalty of an employee to the company, but also includes providing good service, obeying regulations and being honest at work. Without employee loyalty, the company's operations cannot run well either. And loyalty and leadership have an influence of 78.12 percent on the performance of employees at the Royal Regantris Kuta. While the remaining 21.86 percent is influenced by other factors.

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