



The Effect of Leadership and Work Environment on Employee Performance Through Mediation of Work Spirit at Prama Sanur Beach Hotel

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Abstract-Performance is the achievement or outcome of work (output) in the form of quality and quantity that has been achieved by human resources per unit of time period in carrying out its work duties that is in accordance with the responsibilities assigned. Leadership is an activity to influence the behavior of human either individual or group and/or art. The study was conducted at Prama Sanur Beach Hotel. It addresses the influence of leadership and work environment on employee performance through mediation of work spirit. Participants in this study were 81 persons of 417 employees of Prama Sanur Beach Hotel. We distributed questionnaires containing questions to identify the employee perception toward leadership system realized in their work place. We also collected a number of other related sources and theories to leadership and mediation of work, such as books, documents from library. We tested the hypothesis by Partial Least Square (PLS) application. The results showed that: (1) leadership and work environment have a positive and significant effect on employee work spirit; (2) work environment and the spirit of work positively and significantly affect the employee performance; (3) employee spirit of work can fully mediate between leadership and performance; and (4) employee spirit of work can mediate between the work environment and employee performance.

Keywords: Leadership; Work Environment; Working spirit and Performance.

INTRODUCTION

Tourism is a sector with significant economic relevance in several countries (Guccio, Mazza, Mignosa, & Rizzo, 2018). Tourism in Indonesia, such as particularly that in Bali, is one of the pillars of the buffer that has become Indonesia economic strength that in tourism industry many workers are absorbed. Along with the shifting tendency of tourism mode from mass tourism to individual tourism, trend in accommodation facilities development in Bali grows rapidly (Mantra, 2008). To increasingly signalize the Indonesia tourism, professional management system supported by competent human resources is required in order to compete with tourisms from other countries (Mantra, 2008). Faced with this, employee performance is

demanding to continue to increase, so that organizations and companies grow continually and are capable to accept changes to win the competition (Abdul, 2011).

Qaisa and Yaqoob (2009) stated that the achievement of a company objectives, whether private or state-owned or public sector, depends on the ability and expertise of the leader in performing the company's functions, including in the aspect of marketing, production, finance, administration and personnel. The functions of each company have interrelated relationships, however, personnel functions have a more strategic role than other corporate functions (Tohardi, 2011). Human resources are one of the most important factors in a company. Therefore, human resources must be well-managed to

improve the effectiveness and efficiency of the organization, as one of the functions within the company (Hariandja, 2008).

Companies generally have all sorts of ways to improve the performance of their employees although the way they vary from one company to another depends on the actual functioning of each company (Achmad, 2009). This is done in an effort to improve employee performance having impact on company productivity (Obasan, 2012). Companies need employees who are able to work better and faster and to obtain such employee performance a leader is necessary to maintain and to provide a good care for it (Karen et al., 2011).

Hypothesis of Research

- H1 : Leadership positively and significantly affects employee's work spirit.
- H2 : Work environment has a positive and significant effect on employee morale.
- H3 : Leadership positively and significantly affects the employee performance at.
- H4 : Work environment has a positive and significant impact on employee performance.
- H5 : Spirit of work has a positive and significant impact on performance of employees.
- H6 : Mediation and leadership influence the performance of employees.
- H7 : Spirit of work mediates the influence of the work environment toward the performance of employees.

Conceptual Framework

In this study, we term the conceptual framework as theoretical and practical concepts related to leadership, employee performance, spirit of work, and mediation. A prevalence proposition is that there is a positive relationship between leadership and achievement of employee performance (Mangkunegara, 2009). This means that leaders, managers and employees are believed to have high achievement in a company; thus low performance is due to low leadership management system. Performance is the quality and quantity of work achieved by employees in performing their duties in accordance with the responsibilities granted to him (Mangkunegara, 2011). Understanding on performance measured through observing the

employees during performing their duties. This means that an employee can perform their work in accordance with the demands of the organization program plan that that is target-oriented.

METHOD

The study was conducted at Prama Sanur Beach Hotel, a member in Aerowisata Hotels and Resorts, which was established in 1974. This 5-star hotel is very environmentally friendly with a warm and always smiling staff. The hotel is equipped with a variety of unique restaurants, bars, contemporary facilities and activities for the whole family. The hotel has 426 rooms spread over 7 hectares of lush tropical gardens, next to a sandy beach with spectacular scenery located in Jalan Lake Tamblingan Sanur. The hotel accommodates 417 employees. Of the 417 employees, 81 persons were chosen as participants that provided a number of information required this study. We made use of Slovin method in (Umar, 2008) in determining the size of chosen sample of participants with the formula:

$$n = N / 1 + N e^2$$

Where

n = Number of samples

N = Population size

E = Percent leeway inaccuracy due to sampling errors that can still be tolerated or desirable (in this case is 10%).

Thus the sample size is:

$$\begin{aligned} n &= 417 / [1 + (417 \times 0,01^2)] \\ &= 417 / 5,17 \\ &= 80,6576 \\ &= 81 \text{ (rounded)} \end{aligned}$$

Variable Identification

In identifying the variable, we used endogenous variable, a variable that is influenced by other variables in the model, in which in this study dependent variable is employee performance (Y2); intervening variable e.g. a variable that theoretically affects the relationship between independent variable and dependent variable into an indirect relationship According to (Tuckman in Sugiyono, 2007). In this study we referred the intervening variable to the working spirit (Y1); and exogenous variable, a variable that affects or has an influence on other variables in the model, which in the study it refers to leadership (X₁) and Work environment (X₂).

Operational Definition of Variable

Operational variables are steps in linking the theory concepts with empirical studies so that mistakes in interpreting the notion of variables in the study are avoided. In order to clarify the term variables meant in the present study, we provide operational definition for each variable.

Leadership

Leadership is an activity to influence the behavior of others, or is the art of affecting human behavior both individuals and groups (Thoha, 2010). This study measures the leadership of Prama Sanur Beach Hotel based on indicators: telling, the leader's ability to tell employees what to do; selling, the leader's ability to sell or give ideas to employees; participating, is the ability of leaders to participate with members or employees; and delegating, is the ability to delegate tasks and authority to employees (Rivai et al, 2013).

Work Environment

According to Nitisemito (in Nuraini, 2013) a work environment is everything that is around employees and it can have impact on carrying out tasks assigned to them, for example in the presence of air conditioner (AC), adequate lighting and so forth. This study measures the work environment at Prama Sanur Beach Hotel based on (Sedarmayanti, 2004) under indicators: lighting in the workplace, temperatures in the workplace, good humidity and air circulation, air circulation in the workplace, cooperation among departments in the workplace, cleanliness at work, decoration at work, and security at work.

Spirit of Work

The spirit of work is to do the job more actively so that faster and better as expected (Nitisemito, 2001). Employee's work spirit can be measured from willingness to work together, obedience to the provisions of the work implementation, and timeliness in completing the work.

Performance

Performance is the work achievement or output of work, both in quality and quantity achieved by human resources per unit time of period in carrying out its work duties in accordance with the responsibilities granted to him. The performance of the employees was measured through looking at: the quantity of the results, determined by employee perception towards the number of activities assigned and

the results; the quality of the results, measured by employee perception to the quality of work produced and the perfect completion (Mathis and Jackson, 2006); timeliness of results, measured from employee perceptions to an activity completed from the beginning of time until it turns out to be output; finishing the work at predefined time and maximizing the time available; attendance, the attendance rate of employees within the company can determine employee performance; and ability to work through team, measured from the ability of employees in cooperation with colleagues and the environment.

In addition, data were collected through: observing leader's activities, work discipline and work environment supporting the employee performance of Prama Sanur Beach Hotel; interviewing the leader and employees of the hotel; taking document of administrative accountancy of the hotel; distributing questionnaire containing a number of questions related to the leadership management system in the hotel that had been prepared in advance to the research conduction to 81 employees of the hotel. In the questionnaire, participants were to ask provide answers by stating SD (Strongly Disagree), scored 1, Answer D (Disagree), scored 2, Answer LA (Less Agree), scored 3, Answer A (Agree), scored 4, and Answers SA (Strongly Agree), scored 5, to each of given item of questions.

We analyse the data based on the type of data e.g. qualitative data and quantitative data. Thus, there were two types of data analysis, that are descriptive analysis and inferential analysis. Descriptive analysis served to describe or provide ideas on the object under study through data as it is, without doing analysis and to draw on conclusions that apply to the public, as it was also stated (Sugiyono, 2012). Descriptive analysis was intended to determine the characteristics and responses of respondents to the item questions on the questionnaire. Descriptive analysis was also used to describe the variables, such as leadership, work environment, employee work spirit and the performance's employee of Prama Sanur Beach Hotel.

Meanwhile, in terms of inferential analysis, Partial Least Square (PLS) was used. In the PLS, a structural model of the relationship between latent variables is called the inner model, whereas the measurement model (reflexive or normative) is called the outer model. The structural model or inner model was evaluated by looking at the

percentage of variance described by looking at R^2 (R-square exogenous variables) for latent dependent constructs using Stone-Geisser Q-Square test size and by looking at the magnitude of the structural path coefficients. The stability of this estimate was evaluated using the t-statistic test obtained via the bootstrapping procedure. In contrast to Structural Equation Modeling (SEM), the indicators were reflexive, so the change in the value of an indicator is very difficult to measure and the implementation of predictions is difficult to obtain.

RESULT AND DISCUSSION

Leadership Influence on Employee Performance

Based on the test results, there is positive and insignificant effect of leadership on employee performance. The proposition is not determined only by analyzing the respondents' response but also by counting from all related variables, which comprise the employee characteristics and majority of time of working, e.g. having working for over ten years. The results obtained are in accordance with the statement put forward by Nyagaka and Odongo (2013), who, in their researches, stated that there is a significant relationship between leadership initiatives and employee performance to increase leadership style. The results of the present study are generally not aligned with previous research findings (Supartha, 2016; Makena, 2017; Ginatra, 2017; Ginatra, 2017; and Eni, 2017) where leadership is important in impacting employee performance.

Leadership Influence on Employee Work Spirit

Influence on Employee Morale

The results of data analysis show that there is positive and significant effect of leadership towards employee work spirit. It means that good leadership supports employee working spirit. The results are in accordance with the statement put forward by Hasibuan (2009) who stated that one of affecting factors to the employee work spirit is leadership. Leadership plays an important role in determining employee's work spirit in that a leader shall be an example for his subordinates. Therefore, a good leadership affects the employee work spirit in the organization; with a good leadership example, the spirit of work of the employees will be absolutely favorable too (Hasibuan, 2012). This result is, additionally, also in line with

research findings of the study, which showed that where leadership is important in impacting employee's work spirit (Kardiasih, 2017; Yasa, 2017; and Mahajaya, 2016).

Work Environment Influence on Employee Performance

Results of data analysis also show that work environment has a positive and significant effect on the employee performance. In other words, the results of the study confirm that a good work environment supports better employee performance. The results of this analysis comply with the statement of Sutrisno (2014) highlighting that the performance of employees in an organization is strongly influenced by the work environment. If surrounding environment of a work place is solely ignored, employee performance will certainly decrease. Therefore, to achieve a high performance of employee, supportive work environment is required. The finding also corresponds to the finding of a number of previous studies, which reveal that the work environment is important in impacting employee performance (Putra, 2017; Mahajaya, 2016; and Kardiasih, 2017).

Work Environment Influence on Employee Work Spirit

Based on the test results, it is found that work environment also gives a positive and significant effect on employee work spirit. This result means that a good work environment supports employee's work spirit. The results of this analysis do comply with the statement put forward by Sutrisno (2014) pointing out that a work environment can affect the work spirit and with a supportive work environment, employees are expected to continue to strive to the improvement of work spirit. Furthermore, the results of the study are also well-suited to the previous research findings asserting that the work environment has an important impact on the employee's work spirit (Anteja, 2011; Permana, 2015; Blancard, 1982; and Dale, 1992; and Susanty and Baskoro, 2012).

Work Spirit Influence on Employee Performance

We also found that the work spirit has positive but not significant effect on the employee performance. This result means that a good work spirit is not followed by the maximum performance. This insignificant influence can be explained from the characteristics of respondents, that are, from majority of respondents who have worked over

than ten years, although the work spirit is lacking but the employee performance is quite good. The results of this analysis is in accordance with the statement put forward by Rivai (2009) stating that the work spirit is an important operative function of Human Resources Management, because the better the employee's work spirit in the company, the higher the work achievement that can be elicited. Therefore, the work spirit is an important means to achieve the company's goal and coaching on work spirit is an important part of management. However, for a prevailing proposition, the result of this study is in line with previous research findings featuring out that explaining that spirit of work has an important impact on employee performance (Kardiasih, 2017; Putra, 2017; Ginantra, 2017; and Mahajaya, 2016).

Role on Work Spirit in Mediating Leadership Influence on Employee Performance

Based on the test results, it is found that the role of work spirit in mediating the influence of leadership towards employees' performance is work spirit is not a mediation between leadership towards employee performance, because the direct relationship of leadership to performance is not significant, so is indirect relationship, which shows that leadership towards the spirit of work and spirit of work towards performance are mutually insignificant Solimun, 2011 (in Hair et al., 2010). This implies that work spirit is unable to explain the influence of leadership towards employee performance.

Role of Work Spirit in Mediating Work Environment Influence on Employee Performance

Work spirit in mediating the influence of work environment on employee performance shows that morale is not mediation between work environment and performance, because the indirect relationship of work spirit to coefficient performance is not significant (Hair et al., 2010). This shows that work spirit does not indicate significant role that it is unable to explain the influence of work environment towards employee performance.

Implication of Research

The study addresses organizational working system among actors, namely mutual influences and relationship between leaders and employees. The results provide description and information of that leadership has a positive and significant impact on employee morale and performance, particularly as

studied from Prama Sanur Beach Hotel. Leadership should remain a concern in the organization or agency because with good leadership, a spirit of work and performance can increase. The results of this study also provide an overview and information about the work environment in that work environment has a positive and significant impact on employee performance. The work environment can significantly improve the employee performance of Prama Sanur Beach Hotel. The spirit of work in this case is not mediation between leadership and performance because the direct relationship of leadership to the performance is not significant. This shows that spirit of work is unable to explain the influence of leadership on employee performance of Prama Sanur Beach Hotel.

CONCLUSION

This study reveals the condition of leadership and employment in within a company. Thus, we conclude that leadership has a positive and insignificant influence on employee performance of Prama Sanur Beach Hotel. Leadership has a positive and significant influence on employee work spirit. These results imply that a good leadership strongly supports employee spirit of work. The work environment has a positive and significant influence on the performance of employees. A good working environment strongly supports the performance improvement of employees in a company. The spirit of work is not mediation between leadership and performance, because the direct leadership relationship to performance is insignificant, so the indirect relationship shows that both leadership and spirit of work are also insignificant. The spirit of work is not mediation between the work environment and performance, because the indirect relationship of spirit of work to the performance and the relationship coefficient is not significant. The present study only addresses the internal relation of the elements within a company, particularly between leader and employees at the level of influencing condition, however it can be used as starting milestones in conducting further related researches, including fail leadership management and solutions.

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