

ANALYSIS OF LEADERSHIP STYLE APPLICATION AND MOTIVATION BY MANAGERS IN IMPROVING HOUSEKEEPING EMPLOYEES PERFORMANCE AT BUMI SENYIUR HOTEL SAMARINDA

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Abstract

Hotel Bumi Senyur Samarinda is one of the 5 star hotels in Samarinda. The right leadership style and motivation can influence employees so that they can improve employee performance adequately. This study aims to determine the application of leadership styles and motivation by housekeeping managers in improving employee performance at the Bumi Senyur Hotel. The object of this research is Bumi Senyur Hotel. This study uses qualitative descriptive research by conducting a series of data collection in the form of interviews, observations, and documentation so that the results will be quite clear. The results of this qualitative descriptive study are the leadership style used by housekeeping managers at the Bumi Senyur Hotel using a paternalistic leadership style, where a leader will make decisions according to deliberation but the decision remains absolute in the hands of a leader and a manager also embraces employees like a father. The motivation used is positive motivation and the method used is the direct motivation method where employees will get rewards and facilities in order to support work. So that the leadership style and motivation applied by the manager really results in good employee performance.

Keyword: Leadership Style; Motivation; Employee Performance

Abstrak

Hotel Bumi Senyur Samarinda merupakan salah satu hotel bintang 5 yang ada di Samarinda. Gaya kepemimpinan dan motivasi yang tepat dapat mempengaruhi karyawan sehingga dapat meningkatkan kinerja karyawan yang memadai. Penelitian ini bertujuan untuk mengetahui Penerapan Gaya Kepemimpinan dan Motivasi Oleh Manajer Housekeeping Dalam Meningkatkan Kinerja Karyawan Pada Hotel Bumi Senyur. Objek penelitian ini adalah Hotel Bumi Senyur. Penelitian ini menggunakan penelitian deskripsi kualitatif dengan melakukan serangkaian pengumpulan data berupa wawancara, observasi, dan dokumentasi sehingga akan mendapatkan hasil yang cukup jelas. Hasil penelitian deskriptif kualitatif ini adalah gaya kepemimpinan yang digunakan oleh manajer housekeeping pada Hotel Bumi Senyur menggunakan gaya kepemimpinan paternalistik, dimana seorang pemimpin akan mengambil keputusan sesuai dengan musyawarah akan tetapi keputusan tetap mutlak di tangan seorang pemimpin dan seorang manajer juga merangkul karyawan sebagaimana seorang bapak. Motivasi yang digunakan adalah motivasi positif dan metode yang digunakan yaitu metode motivasi langsung dimana karyawan akan mendapatkan reward dan fasilitas agar dapat menunjang pekerjaan. Sehingga gaya

kepemimpinan dan motivasi yang diterapkan oleh manajer sangat menghasilkan kinerja karyawan dengan baik.

Kata Kunci: Gaya Kepemimpinan; Motivasi; Kinerja Karyawan

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Introduction

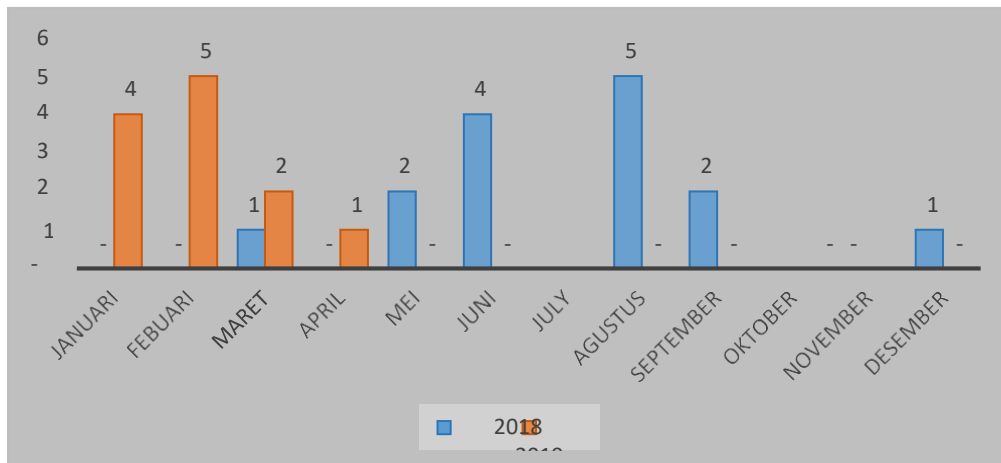
Good service must be provided by every business engaged in the service sector, along with the increasing level of competition in business. This competition is characterized by the majority of consumers who tend to choose services that provide the best service. Hotels as one of the businesses providing lodging accommodation services, apart from having adequate facilities, must also have good service quality. To improve the quality of service, it is necessary to improve the performance of human resources in carrying out guest services (Thoha, Miftah, 2013).

The aspect to be built in the hotel business is the performance of employees in carrying out service tasks to guests, in addition to improving facilities and other aspects. Employee performance is a dimension for measuring, evaluating, in carrying out their duties and responsibilities for the company they work for. The right leadership style can influence employees so that they can improve their performance. Employee performance can be improved with positive motivation by housekeeping managers (Arfah, 2019).

Besides leadership style, motivational factors also affect employee performance. This motivation to work is very important for the high and low productivity of housekeeping employees at the Bumi Senyur Hotel. Without motivation, the goals that have been set will not be achieved. The leadership style and motivation given by the leader to his staff greatly influences employee performance which has an impact on the quality of services provided to guests, good service performance from hotel staff can be obtained with a good leadership style and motivation of leaders (Firidinata Mas'ud, 2017).

The factors that affect the performance of an employee are very different depending on the employee's work situation. The challenges faced by Bumi Senyur hotel employees, especially the housekeeping department, are directly involved in maintaining the cleanliness of the hotel, as well as the guest rooms that will be used for overnight stays. In maximizing service, of course, the discipline of an employee is expected to work. One of these disciplines is time discipline. Employee performance is not optimal, one of which is employee delays in the housekeeping department (Agung Permana Budi, 2013).

Figure 1. 1 Data on Delay for Housekeeping Employees in 2018-2019



Source: Bumi Senyur Hotel HRD (processed) in 2020

Table 1. 1 Data for Housekeeping Employee Delay in 2018-2019

Year	Month											
	Jan	Feb	Mar	Apr	Mei	Jun	Jul	Agu	Sep	Okt	Nov	Des
2018			2,5%		5%	10%		12,5%				2,5%
2019	10%	12,5%	5%	2,5%								

Source: Bumi Senyur Hotel HRD (processed) in 2020

Based on the description above, the author wants to know the leadership style and motivation applied to the housekeeping department so that the employee's performance looks maximal and disciplined towards working hours. From the above problems, the authors are interested in conducting research on "Analysis of the Application of Leadership Style and Motivation by Managers in Improving Housekeeping Employee Performance at Bumi Senyur Hotel Samarinda"

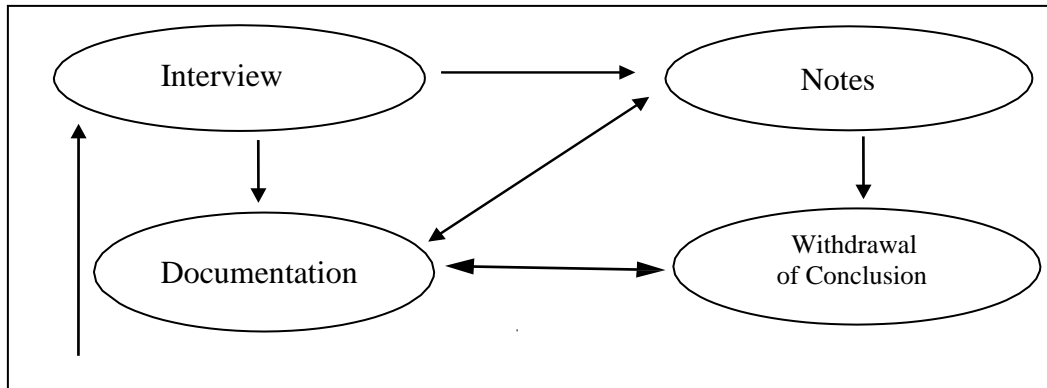
Research Methods

The type of research used is descriptive qualitative research. According to (F. X. Sugiyono, 2017) said that qualitative research is a naturalistic research method because the research is carried out in natural conditions (natural setting); also referred to as the ethnographic method, because initially this method was more widely used for research in the field of cultural anthropology; referred to as a qualitative method, because the data collected and the analysis is more qualitative in nature.

According to (Dr Sugiyono, 2013) data analysis is the process of systematically searching and compiling data obtained from interviews, field notes, and documentation, by organizing data into categories, breaking it down into units, synthesizing, compiling into patterns, choose what is important and which will be studied, and make conclusions so that they are easily understood by themselves and others.

The following analysis steps are shown in the image below:

Figure 3. 1 Components of Qualitative Data Analysis



Source: (Statistik Sugiyono, 2018)

Results and Discussion

The results and discussion contain the results of research findings and scientific discussions. Write down scientific findings (scientific finding) obtained from the results of research that has been carried out but must be supported by adequate data. The scientific findings referred to here are not data obtained from research results. The scientific findings must be explained scientifically including: What are the scientific findings obtained? Why did that happen? Why such a variable trend? All these questions must be explained scientifically, not only descriptively, if necessary supported by adequate scientific basis phenomena. In addition, the comparison with the results of other researchers on the same topic should also be explained. Research results and findings must be able to answer the research hypothesis in the introduction.

In accordance with the method used in this research, namely a qualitative method which analyzes more deeply the data obtained, the data referred to in this case are interview data conducted on parties who are competent to the problem, and the focus of the research is using (Sutikno, 2014).

Leadership style is one of the characteristics used by a superior to regulate, influence, direct, control the behavior of his subordinates to be able to achieve goals. Especially in this study the authors analyze that the leadership style applied by housekeeping managers is paternalistic leadership style. Where the housekeeping manager provides direct directions to his employees. Managers approach employees with the aim of making employees feel comfortable when given direction and motivation.

In this type of paternalistic leadership style, the leader acts as a father and employee as his son, so that togetherness is created between leaders and employees. Paternalistic leadership is also a type of leader who protects his employees so that employees are afraid to act because they are afraid to make mistakes. At this time the direction given has an impact on its employees. Employees follow the rules and directions given by the manager and make employees enthusiastic about work. If there is an error made by the employee, the manager immediately intervenes and explains the location of the error (Veithzal Rivai dan Deddy Mulyadi, 2011).

The paternalistic leadership style that is applied has an attitude like that between a father and a child who has the nature to protect, meaning that employees hope that the

leader is able to protect employees as a father protects his children, and can be a clue in a problem.

Managers will also provide opportunities for employees to channel ideas that can facilitate task execution. In addition, managers provide opportunities for employees to take their own initiative to complete the work, so that employees will feel they have been given a great responsibility to complete the work that has been given by the manager.

In order to maintain the stability of the performance of the housekeeping employees, the manager also gives a target in each division in the housekeeping department, for example, the manager gives a target in the section floor division by doing general cleaning at least 1 room when the hotel is busy. Then, another example comes from the laundry division, the manager will give a target to be able to complete laundry that comes from outside ([Frengky Basna, 2016](#)).

Based on the results of research on the journal Adhinda Prilly Firidinata, Fuad Mas'ud (2017) "The Influence of Paternalistic Leadership Style and Organizational Culture on Employee Performance with Employee Engagement as an Intervening Variable (Study at PT Pos Indonesia Regional VI Semarang)" and the journal Farera Erlangga, Aldri Frinaldi, and Lince Magriasti (2013) "The Influence of Paternalistic Leadership Style on Performance Motivation of Social and Manpower Office Employees of Padang City. Shows that my research is in line with previous research and the paternalistic leadership style applied by managers is very appropriate so that it greatly affects employee performance and can affect employee performance at Hotel Bumi Senyur Samarinda.

In the world of work, of course, there is motivation given to be an encouragement. This motivation can be obtained from the team itself or motivation from others. One of them is the motivation given by the leader to his employees. In addition to providing motivation, leaders must be able to build a pleasant work environment in order to influence the performance of their employees.

Work motivation can affect employee performance. In performance, a person needs motivation in order to work more optimally and better. With the motivation given to employees, employees can work with enthusiasm and maximum. Work motivation can be influenced by the surrounding work environment. If employees have a conducive work environment, employees will be motivated so that they can work better and harder so that employee performance will increase. The motivation given by superiors of course also affects employee performance, so that the interaction between leaders and employees is expected to improve the work performance of employees ([Nawawi.Ismail, 2013](#)).

Based on the theory that the researchers applied in this study, that employee performance becomes more effective and increases when housekeeping management uses positive types of motivation to build a comfortable scope, appreciation of work to employees and applying direct motivation methods to employees such as building intimate working relationships, giving incentives, praise, awards, holiday allowances, and bonuses.

This is in accordance with the theory of SP Hasibuan which states that the leader's goal to motivate employees is to increase employee productivity, maintain employee stability, increase employee discipline, increase employee loyalty, increase employee participation and enhance employee responsibility. With the motivation given by the manager, it produces good performance (Hasibuan, 2016).

Based on the results of research on Arfah's thesis (2019) "The Role of Leadership and Work Motivation in Improving Performance of Banquet Employees at the Bumi Senyur Hotel Samarinda Rinaldiansyah Rahardika Latif, (2018), The Influence of Leadership Style and Work Motivation on Employee Performance With Job Satisfaction as an Intervening Variable at Prima SR Hotel & Convention Yogyakarta", and the journal (Eko Susilo, 2016) "Leadership Style and Motivation in Improving Public Services". Shows that the results of my research are in line with previous research and the type of positive motivation with the direct motivation method applied in this study is very appropriate for housekeeping management at the Bumi Senyur Hotel so that it has a big impact and can affect employee performance well at the Bumi Senyur Hotel Samarinda.

From the results of research in the field conducted by researchers, obtained through observation, interviews and documentation. In addition, researchers made direct observations in the field so that they could find out the personal leadership style and motivation by managers in improving the performance of Housekeeping employees at the Bumi Senyur Hotel Samarinda.

Researchers conducted research on Leadership Style Analysis and Motivation by Managers in Improving Housekeeping Employee Performance at Bumi Senyur Hotel Samarinda. Where to present the data in a systematic and easy-to-understand manner, the authors present it in the form of an arrangement according to the research focus set to examine the Analysis of Personal Leadership Style and Motivation by Managers in Improving Housekeeping Employee Performance at the Bumi Senyur Hotel Samarinda as follows: In accordance with the research, to answer questions researchers related to the analysis of leadership styles and motivation by managers in improving the performance of housekeeping employees at the Bumi Senyur Hotel, Samarinda. So in this discussion it is divided into several parts, namely: The leadership style applied by housekeeping managers using theory According to Sutikno (2014: 35) The motivation given to housekeeping employees uses the Malay theory of SP Hasibuan (2014: 150), as follows: Positive Motivation. The application of the motivational method given by management to housekeeping employees uses the Malay theory of SP Hasibuan.

Conclusions

Conclusions describe the answers to the hypotheses and/or research objectives or scientific findings obtained. The conclusion does not contain a repetition of the results and discussion, but rather a summary of the findings as expected in the objectives or hypotheses. If necessary, at the end of the conclusion can also be written things that will be done related to the next idea of the research.

Managers apply a paternalistic type of leadership style. This paternalistic leadership style makes employees feel very protected by the leader, their fatherly nature, fully responsible and the leader deserves to be used as a place to ask questions and get instructions, so that employee performance is better. Giving positive motivation to housekeeping employees at the Bumi Senyur Hotel is by giving work appreciation to employees, so as to build a comfortable and pleasant work scope according to

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