

The Influence of Transformational Leadership Style, Organizational Commitment and Working Spirit on Employee Performance

Study at On The Rock Hotel Kupang During the Covid-19 Pandemic

*Lorens Riwu, S.Sos., MM
Tourism Department
Politeknik Negeri Kupang
Kupang City, Indonesia
Lorens_smile@yahoo.com

Imelda Regina Pellokila, SE., MM
Tourism Department
Politeknik Negeri Kupang
Kupang City, Indonesia
Imelda.pellokila@gmail.com

Merlin Luisa Malelak, S.Pd., M.Hum
Tourism Department
Politeknik Negeri Kupang
Kupang City, Indonesia
Merlinmalelak0305@gmail.com

Abstract—This study aims to determine relationship between Transformational leadership style, organizational commitment, working spirit to employee performance where hotels are the main object of this research. Hotels in the tourism industry are accommodation facilities that can help tourists who are traveling with lodging services provided by hotels. Therefore, hotel management in providing services must have quality resources, one of which is human resources. This research uses a quantitative descriptive method. The data analysis technique used in the study was through a questionnaire that had been tested for validity and reliability, then tested multiple linear regression and tested hypotheses on the results of the questionnaire. The results of this study show that Transformational Leadership Style (X1), Organizational Commitment (X2), Working Spirit (X3) simultaneously influence Employee Performance (Y). However, in partial manner, leadership style has no significant effect towards employee performance.

Keywords—Leadership, Organizational, Spirit, Performance

I. INTRODUCTION

Human resources are central to organizations and are resources that have reason, feelings, desires, skills, knowledge, encouragement, power and work. All of these potential human resources affect the organization's efforts in achieving its goals. Whatever the form and purpose, organizations are established based on various visions for the benefit of humans. Empowerment of human resources in the company must be directed by appropriate leadership styles so that company goals can be achieved. Transformational leadership style is a leadership style in which the leader changes and

motivates employees so that they feel trust, admiration, loyalty and respect for the leader [1]. Employees must also have commitment and enthusiasm in advancing the company where they work. The outbreak of the corona virus (Covid-19) has had a significant impact on the hotel industry, which is a significant aspect towards tourism competitiveness [2]. Abysmal room occupancy rates severely effects the company's ability to pay employee salaries in such manner that many employees are laid off permanently or temporarily. Hotel On The Rock Kupang also experienced the same condition because of the low room occupancy rates so that employees working hours were adjusted through a reduction in working days, which in turn influenced employee salaries.

The Covid-19 pandemic has caused anxiety so that the role of the leader is needed in directing, inspiring and motivating employees in dealing with situations like the current situation, but this is rather difficult to realize due to the reduction in working days so that managers and their subordinates rarely meet. The Covid-19 pandemic can also disrupt commitment and spirit of employees which of course can have an impact on the performance of the employees themselves. Therefore, this research is considered important because the hotel management can take strategic steps in implementing a transformational leadership style, organizational commitment and working spirit especially during the Covid-19 pandemic and research with existing titles is still rarely done because research is generally limited to transformational leadership style, organizational commitment and working spirit in normal situations.

Accordingly, leaders not only show the direction for a company in achieving the vision and missions, but must also take part in the facing of a change that occurs continuously and erratically during this covid-19 pandemic. Employees must have high awareness of commitment to the organization and based on high working spirit in doing work diligently and with quality to improve employee performance in the company.

Based on the explanation above, the problems that have been identified are (1) how is the effect of Transformational leadership style, organizational commitment and working spirit simultaneously on Employee Performance at Hotel On The Rock Kupang during the Covid-19 Pandemic.? (2)) how is the effect of Transformational leadership style, organizational commitment and working spirit partially on Employee Performance at Hotel On The Rock Kupang during the Covid-19 Pandemic?The purposes of this study are (1) To find out how the effect of Transformational leadership style, organizational commitment and working spirit simultaneously and partially on Employee Performance at Hotel On The Rock Kupang during the Covid-19 Pandemic.

II. REVIEW OF LITERATURE

2.1 Employee Performance

Performance refers to the employee's achievement of the given task. An employee who has good performance is having achievements in carrying out their duties. Performance is the result of work produced by employees in accordance with their role in the organization [3]. Performance is a person's ability that includes elements of reliability that includes elements of reliability, attendance, attitude, cooperation, neatness and quality of work[4]. Employee performance contributes to the company such as quantity, quality and timeliness of results, attendance and ability to cooperate. There are several indicators of employee performance, namely: Quality, Quantity, creativity and ability [5].

2.2 Transformational Leadership Style

Transformational leadership essentially explains the process of the relationship between subordinates based on values, beliefs and assumptions about the vision and mission of the organization. Transformational leadership style is a type of leadership that inspires his/her followers and has extraordinary influencing ability [6]. Transformational leadership style is a leadership style that inspires followers to be involved, committed, and has a vision and goals for their organization, encourages followers to be innovative and have competence in leadership through coaching and supervision[7]. Transformational leadership style have several indicators namely: charisma,

inspirational motivation, intellectual stimulus and individual attention[8].

III. Organizational Commitment

Organizational commitment reflects how an individual identifies with the organization and is bound by its goals. As an attitude, organizational commitment is a strong desire or motive to remain a member of the organization; and a strong belief in accepting the values and goals of the organization [9]. Organizational commitment is the desire of individual to accept the values and goals of the organization [10]. Organizational commitment is a person's willingness which transpires in loyalty to the organization [11]. Furthermore, that indicators of organizational commitment are: acceptance of organizational goals, desire to work hard and desire to survive being part of the organization[12].

IV. WORKING SPIRIT

Working spirit is the condition of a group where there is a clear goal [13]. One of the goals intended here is optimal employee performance. Working spirit as a spiritual condition, or individual behavior of workers and groups that cause deep pleasure in the workforce to work diligently and consistently in achieving the the goals set by the company [14]. Working spirit is the desire and sincerity of a person to do well and be disciplined to achieve maximum work performance[15]. There are four indicators of working spirit, namely: enthusiasm, resistance of frustration, staying quality, team spirit[16].

Based on the description of the background and theoretical basis above, the research model can be presented as follows:

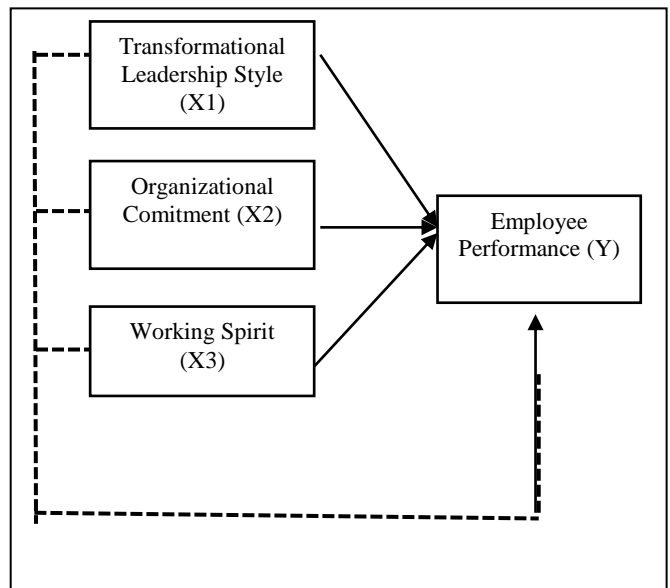


Fig. 1. Framework of research

TABLE I. RESEARCH CONCEPT

Variable	Research Concept		
	Operational Defenition of Variabel	Measure	Likert Scale
Transformational Leadership Style (X1)	Transformational leadership style is a leadership style that inspires followers to be involved, committed, which has a vision and goals for their organization, encourages followers to be innovative and have competence through coaching and supervision	1) Charisma, 2) Inspirational motivation, 3) Intellectual stimulus 4) Individual attention	5= Strongly agree 4= Agree 3= Neutral 2= Disagree 1=Strongly Disagree
Organizational commitment (X2)	Organizational commitment is the desire of individuals to accept the values and goals of the organization.	5) Acceptance of organizational goals 6) Desire to work hard 7) Desire to survive being part of the organization	5= Strongly agree 4= Agree 3= Neutral 2= Disagree 1=Strongly Disagree
Working Spirit(X3)	Working spirit is the desire and sincerity of a person to do well and be disciplined to achieve maximum work performance	8) Enthusiasm, 9)Resistanceof frustration 10) Staying quality 11) Team spirit	5= Strongly agree 4= Agree 3= Neutral 2= Disagree 1=Strongly Disagree
Emplee Performance (Y)	Performance is a person's ability that includes elements of reliability, attendance, attitude, cooperation, neatness and quality of work	12) Quality 13) Quantity 14) Creativity 15) Ability	5= Strongly agree 4= Agree 3= Neutral 2= Disagree 1=Strongly Disagree

^a. Source: Reseacher, 2021)

V. METHODS

This study focuses on the problems of employee performance, transformational leadership style, organizational commitment and working spirit that usually happen to employees that have an impact on where they work. The research method used is descriptive quantitative approach. The data collection techniques used a questionnaire with a Likert scalenamely by providing a list of questionnaires to Hotel ON THE ROCK employees totaling 58 people as a sample. Hypothesis testing is used to answer the research hypothesis, where H1 = Transformational Leadership Style (X1), Organizational Commitment (X2), Working Spirit(X3) simultaneously affects employee performance, and H2 = Transformational Leadership Style (X1), Organizational commitment

(X2), Working Spirit (X3) partially affects employee performance. Multiple linear regression in this study was used to determine the effect of the independent variables (X1, X2 and X3) on the dependent variable (Y) using the SPSS program. The multiple linear regression formula is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

Information:

α = constant

β = Variable Coefficient

X1 : Transformational Leadership Style

X2 : Organizational commitment

X3 : Work spirit

Y : Employee performance

VI. RESULT AND DISCUSSION

Hotel on the rock Kupang is a three-star Hotel that is located in Kupang City, Nusa Tenggara Timur. In the current situation of the COVID-19 pandemic, a transformational leadership style, organizational commitment and working spirit that grows from within the employees themselves is quintessential in improving employee performance.

a. The influence of Transformational Leadership Style, Organizational Commitment and Working Spirit on employee performance at Hotel On The Rock Kupang during the covid 19 pandemic. To answer the first problem of this study, an F-test (Annova) is presented as follows:

TABLE II. F TEST RESULT

Model	Annova				
	Sum Of Squares	DF	Mean Square	F	Sig.
1. Regression	430.795	3	143.598	37.738	.000 ^a
2. Residual	205.480	54	3.805		
Total	636.276	57			

^b. Source: Reseacher, 2021)

a. Predictors : (Constant), X3, X1, X2

b. Dependent Variable: Y

In table 2, the results of the F test show that the three X variables simultaneously affect employee performance. This can be seen based on the significance value of 0.000, which is lower than 0.05. Therefore, it can be concluded that the first hypothesis is accepted, namely the variables of transformational leadership style (X1), organizational commitment (X2), working spirit (X3) simultaneously affect to employee performance. With the acceptance

of the first hypothesis, the first problem in this study has been answered, namely Transformational leadership style (X1), Organizational commitment (X2) and working spirit (X3) simultaneously affect employee performance at Hotel On The Rock Kupang during the covid-19 pandemic.

To answer the second problem, namely how Transformational leadership style (X1), organizational commitment (X2) and working spirit (X3) partially affect employee performance at Hotel On The Rock Kupang, the explanation below is presented.

TABLE III. T TEST RESULT

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	-12.492	5.092		-2.453	.017
	X1	-.087	.120	-.066	-.728	.470
	X2	.667	.224	.319	2.972	.004
	X3	.889	.141	.618	6.322	.000

a. Dependent Variable: Y

From table 3, the results of the T test show that the transformational leadership style variable (X1) has no effect on employee performance (Y) because its significance value is greater than 0.05 (The significance value of the leadership style is 0.47). This research is in line with research conducted by Insan et al [17] and Setiawan [18]. However, Organizational Commitment Variable (X2) has effect on employee performance (Y). The significance value of organizational commitment is 0.004 is less than 0.05. This is supported by research conducted by Nadapdap [19], Muis et al [20], Cahyani et al, [21], Amri et al [23].

Working Spirit Variable (X3) has an effect on employee performance (Y) and the significance value of working spirit is 0.000. This research is supported by research conducted by Nugraha Pratama, et al [24], Hartati [25], Handayani [26], Tandil et al [27], Saputra et al [28].

Based on table 3, the multiple linear regression equation is as follows:

$$Y = -12.492 + (-0.087) + 0.667 + 0.889$$

This regression equation can be stated statistically and can be stated as follows: (1) if all independent variables are 0, then employee performance is -12,492, (2) if there is an increase of 1 unit in X1 with the assumption other independent variables are constant then there is an increase employee

performance of -0.087; (3) If there is an increase of 1 unit in X2 with the assumption that the other independent variables are constant, there will be an increase in employee performance of 0.667; (4) If there is an increase of 1 unit in the independent variable X3 with the assumption that the other independent variables are constant, there will be an increase in employee performance of 0.889.

As observed from the Adjusted R Square test (Coefficient of Determination Test) in table 4 below, the contribution of the 3 independent variables, namely transformational leadership style, organizational commitment and working spirit on the dependent variable namely employee performance, is 65.9%. This means that about 34.1% is influenced by other variables not mentioned in this research.

TABLE IV. TABLE 4. COEFFICIENTS DETERMINATION RESULT

Model Summary				
Model	R	Adjusted R Square	Std. Error of the Estimate	
1	.823 ^a	.677	1.95069	

a. Predictors: (Constant), X3, X1, X2

VII. CONCLUSION

1. Transformational Leadership Style (X1), Organizational Commitment (X2) and Working Spirit (X3) simultaneously affect employee performance (Y) with a significance value of 0.000
2. Transformational Leadership Style (X1) partially has no effect on employee performance (Y) with a significance value greater than 0.05. The significance value of the transformational leadership style is 0.47. This means that the transformational leadership style variable has no effect on employee performance at Hotel On the Rock Kupang during the COVID-19 pandemic. This is due to the existence of social restrictions and also the reduction of working days for employees so that the intensity of employee meetings with their superiors becomes less so that the involvement of leaders in directing, motivating and supporting employees in terms of work will decrease. Organizational Commitment Variable (X2) and Working Spirit Variable (X3) partially affect to employee performance (Y), where the significance value of Organizational Commitment (X2) is 0.004 and the significance value of working spirit (X3) is 0.000. In conditions like today, employees must have high awareness in terms of commitment to the organization and enthusiasm for work that grows from within the

employees themselves in order to achieve organizational goals.

3. Based on the explanation above, suggestions for follow-up for further researchers who are interested in studying the topic are suggested to research on the variables of transformational leadership style, organizational commitment and working spirit, especially during the covid-19 pandemic so that can add knowledge, especially in the field of management.

REFERENCES

- [1]. Yukl, Gary. 2010. *Kepemimpinan Dalam Organisasi* (Edisi Kelima). Alih bahasa: Budi Supriyanto. Jakarta: PT. Indeks
- [2]. Bire, R. B., Conterius, A. L. F., & Nasar, A. (2021). Drivers of Regional Destination Competitiveness: A DEMATEL–Fuzzy TOPSIS Approach. *Indonesian Journal of Geography*, 53(1).
- [3]. Hariandja, M.T.E.(2002). *Manajemen Sumber Daya Manusia. Pengadaan, Pengembangan, Pengkompensasian, dan Peningkatan produktivitas pegawai*. Jakarta: Grasindo
- [4]. Siagian, S.P.(2002). *Manajemen Sumber Daya Manusia*. PT. Bumi Aksara
- [5]. Fuad Mas'ud, (2004). *Survei Diagnosis Organisasional*. BP UNDIP, Semarang
- [6]. Robbins dan Judge. (2008). *Perilaku Organisasi*, Edisi Dua Belas. Penerbit Salemba Empat: Jakarta.
- [7]. Indrayanto, A., John, B., Kandy, B., dan Noermijati. 2013. "A case study of transformational leadership and para – police performance in Indonesia." *Policing : An International Journal of Police Strategies and Management*. Vol. 37. No. 2. pp 373 – 388. Emerald Insight
- [8]. Robbins, Stephen P. 2010. *Prilaku Organisasional*, Jilid I dan II. Salemba Empat: Jakarta.
- [9]. Luthans, F. (2006). *Perilaku organisasi*, Yogyakarta: Penerbit Andi
- [10]. Hasan, Lenny. 2012. *Pengaruh Kepuasan Kerja Dan Disiplin Terhadap Komitmen Organisasi Pegawai Dinas Perindustrian Perdagangan Pertambangan Dan Energi Kota Padang*. *Jurnal Manajemen dan Kewirausahaan*. Vol.3(1):h: 57-92
- [11]. Wibowo. 2016. *Perilaku dalam Organisasi*. Jakarta: Rajawali Press.
- [12]. Sopiah, (2008), *Perilaku Organisasional*, Penerbit Andi, Yogyakarta.
- [13]. Panggabean, S, Mutiara. 2002. *Manajemen Sumber Daya Manusia*. Jakarta : Ghalia Indonesia.
- [14]. Siswanto, Bedjo, *Manajemen Tenaga Kerja*, Bumi Aksara, Jakarta, 2002
- [15]. Hasibuan, Malayu S.P. 2008, *Manajemen Dasar, Pengertian, dan Masalah*, Edisi Revisi, Bumi Aksara: Jakarta
- [16]. Wardani, Aprina. (2017). *Pengaruh Kemampuan Kerja Dan Semangat Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening (Studi Kasus Bank Syariah Mandiri Kantor Cabang Kendal)*. Skripsi Institut Agama Islam Negeri Salatiga
- [17]. Insan A.Nur, Endang Siti Astuti , Kusdi Raharjo and Djamhur Hamid, "The Effect of Transformational Leadership Model on Employees' Job Satisfaction and Performance at Perusahaan Listrik Negara (PLN Persero)l in South Sulawesi, Indonesia," *Jurnal information and Knowledge Management (on line)*, Vol.3, No.5, 2013, PP.135-142
- [18]. Setiawan, Eko Yudhi, " Pengaruh Gaya Kepemimpinan Transformasional dan Transaksional Terhadap Kinerja Karyawan Pt. Iss Indonesia di Rumah Sakit National Surabaya," *e-Jurnal Ilmu Manajemen MAGISTRA*, Vol.1 No.1 Februari 2015, PP.31-41
- [19]. Nadapdap, Kristanty, "Pengaruh Komitmen Organisasi Terhadap Kinerja Karyawan Pada PT. Mitra Permata Sari," *Jurnal Ilmiah Methonomi*, Vol.3, No.1, Juni, 2017, PP.1-9
- [20]. Muis, Muhammad Ras, J Jufrizen, Muhammad Fahmi; "Pengaruh Budaya Organisasi Dan Komitmen Organisasi Terhadap Kinerja Karyawan" *Jurnal Ekonomi & Ekonomi Syariah* Vol. 1, No 1, Januari 2018, PP.9-25
- [21]. Cahyani, Riris Anggun, Ocky Sundari dan Johnson Dongoran. "Pengaruh Komitmen Organisasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan (Studi Pada Perusahaan Daerah Air Minum (Pdam) Kota Salatiga)" *Jurnal Ekobis Dewantara* Vol. 3 No. 1, Januari 2020, PP.1-10
- [22]. Amri ,Andi, Ramadhi, Zulmi Ramdani, "effect of organization commitment, work motivation, and work discipline on employee performance (case study: pt. pln (persero) p3b Sumatera upt Padang)" *International Journal of Educational Management and Innovation* Vol.2, No.1, January 2021, pp. 88-99
- [23]. Handayani, Rina Dwi " Pengaruh Lingkungan dan Semangat kerja terhadap Kinerja PNS Balitsa lembang" *Jurnal Pariwisata*, Vol. II No.1. April 2016, pp.40-51
- [24]. Tandi, Olyvia. Christoffel Kojo Agus, S. Soegoto, "Pengaruh Kompetensi Dan Semangat Kerja Terhadap Kinerja Karyawan Pada Pt. Pegadaian (Persero) Kantor Wilayah V Manado" *Jurnal EMBA* Vol.5 No.3 September 2017, pp.3170-3179
- [25]. Rizal Adi Saputra, Patwayati, Sinarwati, Eliyanti Agus Mokodompit, Abd. Razak Yusuf, La Ode Kalimin, Isalman, "JUMBO (Jurnal Manajemen, Bisnis dan Organisasi), Vol. 4, No.1, April 2020, pp. 140-150