

# The Influence of Leadership Style, Competence, Motivation, Discipline and Organizational Culture on Job Satisfaction and Employee Performance in 4(four) Star Hotels in Makassar City

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## ABSTRACT

*This study aims to analyze the influence of leadership style, competence, motivation, discipline and organizational culture on job satisfaction and employee performance of 4 (four) star hotels in Makassar City. This research can be classified as exploratory, namely trying to find relatively new relationships with causal studies that try to explain the causal relationship of the influence of leadership style, competence, motivation, discipline and organizational culture on job satisfaction through employee performance. Data was collected through questionnaires and documentation. The population in this study were all employees included in the scope of the top five-star hotels in the city of Makassar. This study only took 4 (four) star hotels specifically while the sample was 175 employees. Data were analyzed using descriptive analysis techniques and Structural Equation Modeling (SEM) analysis. The results showed that the leadership style of competence, motivation and organizational culture directly had a positive and significant effect on job satisfaction, discipline directly had a negative and insignificant effect on job satisfaction, leadership style, competence, and motivation had a positive and significant effect on performance, discipline and performance. organizational culture has a positive and insignificant effect on performance. Furthermore, leadership style, competence, motivation and organizational culture indirectly have a positive and significant effect on performance through job satisfaction while discipline indirectly has a negative and insignificant effect on performance through job satisfaction.*

**Keywords:** Leadership style, competence, motivation, discipline, organizational culture, job satisfaction, performance

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## I. INTRODUCTION

The hotel is a facility that has a major role in the development of the tourism industry, one of which is seen from its function as a place to stay for tourists during their travels. The rapid development of the hospitality industry has resulted in intense competition. Free trade that has been in effect for a long time has made many luxury hotels under foreign management enter the hospitality industry in Indonesia to attract guests to stay, as well as to take advantage of other facilities available at the hotel. Management is a basic element that will always exist and is inherent and is the main force in organizations including the world of hospitality, and the management function is expected to be able to run and realize an advanced and modern organization for human resource development. Human resource management is the steps of planning, drawing, selecting, developing, maintaining and using human resources to achieve both individual and organizational goals. For that, we need good management to manage people effectively and efficiently, so that the goals set by the organization can be realized. Proper human resource management can make the difference between running a hotel very well or badly in the hotel industry. In addition to the above, the COVID-19 Pandemic caused disruptions to global, and domestic supply chains, financial market volatility, consumer demand shocks and negative impacts in key sectors such as travel and tourism. The impact of the COVID-19 outbreak will no doubt be felt throughout the tourism value chain. Small and medium enterprises are expected to be greatly affected, Indonesia is also greatly affected by this pandemic, many business sectors, especially the tourism sector, are the most affected by the pandemic. very significant decrease. The Central Statistics Agency (BPS) noted that the number of foreign tourists who came to the country in early 2020 had decreased. In January 2020, foreign tourist visits reached 1.27 million visits. This figure dropped by 7.62 per cent when compared to the number of foreign tourist visits

in December 2019 of 1.37 million visits. The decline in the number of foreign tourist visits was mainly due to the outbreak of COVID-19 that occurred in the last week of January 2020. The decline in foreign tourist visits to Indonesia was also evident from the data on foreign tourists arriving through the air entrance (airport). When compared to visits in December 2019, the number of foreign tourist visits to Indonesia through air entrances in January 2020 decreased by 5.01 per cent (Sugihamretha, 2020:195). Hotels as one of the main supporters of tourism cannot be separated from the impact of COVID-19 and many hotels have closed or gone bankrupt and resulting in 5 (five) star hotels being less attractive due to high tax costs so they tend to prefer 4 (four) star hotels. This research is planned to only observe five-star hotels, namely 4 (four) star hotels. ). The following is a list of the top three-star hotels in the city of Makassar:

Table. 1.1 List of Top Three 4 (four) Star Hotels in Makassar City According to LuxuryHotels Guide 2021

| No | Hotel Name                    | Address                           | Rate |
|----|-------------------------------|-----------------------------------|------|
| 1  | Swiss-bellhotel               | Jl. Ujung Pandang No.8 Makassar   | 4    |
| 2  | Novotel Makassar Grand Shayla | Jl. Chairil Anwar No. 28 Makassar | 4    |
| 3  | Claro                         | Jl. AP Pettarani No. 03, Makassar | 4    |

Source: <https://www.luxuryhotelsguides.com/>

As a framework to deal with the COVID-19 pandemic, 4 (four) star hotels in the city of Makassar must be able to have a management paradigm that is not only competitive but also survives and is ready to make transformational changes from all aspects, especially in the field of human resources. Efforts taken to realize organizational goals, one of which is to have employees who have good performance, good performance will be able to help achieve organizational goals in accordance with what has been planned. Performance is an attitude, value, moral and internal and external reasons that encourage a person to work and act in his profession, the influence of employee performance is to encourage employees to work well so as to improve work performance and achieve organizational goals. Currently, 4 (four) Star Hotels in Makassar City have thought about efforts to balance human resources through increased job satisfaction and employee performance. As an employee in carrying out his main duties and functions, he is not satisfied with the achievement of the results achieved personally. There are employees who consider themselves to be dissatisfied with the work they are doing, consider the work carried out to be less attractive, the work done is not less interesting, the work done does not provide a work challenge, the achievements achieved so far have not increased, the lack of attention to the awards given and dissatisfied with the promotions received. However, in reality, the implementation of management has not been practised optimally as happened in 4 (four) Star Hotels in Makassar City, it can be seen that the application of human resource management has not provided reinforcement to the organization. Realizing the performance improvement of service employees at 4 (four) star hotels is not easy, because it is directly influenced by employee job satisfaction. According to Charles (2008:69), the cause of decreased employee performance is directly influenced by employee job satisfaction. Usually, employees who work with satisfaction with the work done will produce increased work results, which gives an increased employee performance appraisal as well. The results of previous studies that support employee performance are Darr Lambert (2011), Robert Hans (2017), Mick Bergmen (2018), James Hubby (2011), Hidayat Pontoh (2012) and Fahri Ahmad (2012), who recommend that performance is a variable goal are influenced by satisfaction, leadership style, competence, motivation, discipline and organizational culture. The cause of decreased employee job satisfaction is in fact influenced by two things, namely likes and dislikes. These two factors usually directly affect the work activities of employees at work. Employees who feel like or are happy with the work done will always produce good work results, but employees who feel dislike or happy with the work given will work less than optimally. The causes of employees being happy and not happy to carry out work are largely determined by the level of perceived job satisfaction. Usually, employees in carrying out their activities are strongly influenced by the conditions of the work itself, work challenges, expertise, motivation, perseverance and work environment.

Work discipline and time discipline are important assets and must be owned by hotel employees because they involve providing services to tourists visiting an area. Hotel employees as the main element in running the company's wheels are required to carry out their functions and duties as tourism support services in the field of lodging, entertainment and recreation, but the reality on the ground is different, there are still findings of employees who are not aware of these duties and functions so that inequality often arises. inequality in carrying out their duties and often leads to excessive disappointment in hotel customers. An organization or company should always prioritize the importance of work discipline to its employees, one of which is the issue of employee work discipline. This is experienced by employees in connection with the decreased level of employee satisfaction and performance, one of the causes is weak discipline enforcement and lack of disciplined firmness from the leadership. If the word discipline is emphasized by every leader, because it must be an example first, the lack of actualization in enforcing discipline, in fact, employees often behave negatively, are less diligent, are

often late for work and come home prematurely and often leave the office during office hours without permission. the leader. As a result, discipline that is not applied properly causes job satisfaction and employee performance to decrease. In order to improve future discipline towards employee work in an effort to increase job satisfaction and employee performance, it is a consideration to apply the disciplinary theory of Berdmend (2017:39) which states that there are five things in providing disciplinary assessments, namely discipline in craft, attendance, punctuality, organizational rules. and sanctions. In addition to leadership style, motivation, discipline, and organizational culture variables are also one of the causes of decreased job satisfaction and employee performance. Responding to the importance of organizational culture to be addressed and improved institutionally, the management should apply the value philosophy theory from Permanent (2013: 96) which states that there are five values of advanced and modern organizational philosophy, namely integrity, identity, responsibility, discipline and result orientation. These five philosophies if executed properly have an effect on increasing job satisfaction and performance achievement. The phenomenon of organizational culture at 4 (four) Star Hotels in Makassar City is a must to do in order to avoid the occurrence of organizational culture fragility. The fatal thing of a weak organizational culture, employees often do not have work discipline in craftsmanship, attendance, obedience and obedience to the leader. Harrison's (1972) study of "Understanding Organization's Character" identified four types of organizational culture; (1) Power culture is characterized by a number of senior executives using more power in the way they govern. There is a belief in a strong and assertive attitude to advance the attention of the organization. The culture of power is based on the strength of direction, determination and determination. (2) Role culture is characterized by the existence of links between bureaucratic procedures, such as clear rules and specific roles because it is believed that this will stabilize the system. Role culture is based on order: structure, stability, and control. (3) Support culture, which is characterized by the existence of groups or communities that support people who seek integration and a shared set of values. The support culture is based on mutuality, service and integration/cohesive relationships. (4) Achievement culture, namely the existence of an atmosphere that encourages self-expression and hard work for independence and the pressure is on success. Achievement culture is based on competence which is characterized by growth, success and distinction.

The relevance of what the researchers observed has been proven from several previous studies that also observed the variables studied but differed from the indicator variables used, so the results of this study will be able to become a comparison of the relevance of previous research results with the results of this study, especially to see similarities and differences in providing recommendations for all research produced. The recommendation of the findings is that competence has a dominant influence in influencing job satisfaction and performance, and overall motivation, competence, satisfaction, work motivation and organizational commitment affect performance. Similar to the research conducted by Nurul Fahmi Sultan entitled *The Influence of Leadership Style and Organizational Commitment on Employee Performance During the Covid\_19 Pandemic* and Harun Al Rasyid entitled *Leadership Style At Best Western Surabaya Hotels and Ni Kadek Sujantiningasih* entitled *The Influence of Human Resource Competence, Leadership Style, and Work Motivation on the Performance of Star Hotels in the Lovina Singaraja Area*, the core of the recommendation findings is the results of the study show that human resource competence has a positive and significant effect on hotel performance, leadership style has a positive and significant effect on hotel performance, work motivation has a positive and significant effect on hotel performance. and human resource competence, leadership style, and work motivation have a simultaneous effect on hotel performance. si, Discipline and Organizational Culture on Job Satisfaction and Performance of Star hotel employees during the COVID19 pandemic which can be taken into consideration or updated findings to be applied in the post-pandemic or new normalfield.

Propose a model to build the performance of employees of 4 (four) Star hotels in Makassar City through improving the practice of appropriate leadership styles so that in the end it can pave the way to increase employee readiness in facing the industrial revolution 5.0 era. Ankle Banamax's research entitled *Affect of Competence, Corporate Culture and Satisfaction toward Performance* with the recommendation of findings that there are direct and indirect effects of competence and organizational culture variables on satisfaction and performance, as well as Bayu Hestianto's research entitled *Competence, Motivation and Work Organizational Culture that characterizes job satisfaction on improving employee performance*, providing findings on competency results. , motivation and work organizational culture have a positive and significant effect on job satisfaction and performance. Abdul Mustopa's research entitled *Leadership Styles in a Covid-19 Pandemic Situation* found that it is necessary to use appropriate indicators to determine the quality of leaders in terms of exceptional persons or holders of exceptional positions. A comparison between the theoretical basis and previous research on the condition of employees at 4 (four) Star Hotels in Makassar City shows that there is a gap between normative conditions and positive conditions. Based on the background of the description above and the phenomena of the facts seen, as well as based on the data from information from previous researchers, it becomes the basis for researchers to be interested in and carry out research on 4 (four) Star Hotels in Makassar City, it is necessary to study and research from the point of view of management concentration. human

resources, by choosing the title: The Influence of Leadership Style, Competence, Motivation, Discipline and Organizational Culture on Job Satisfaction and Employee Performance in 4 (four) Star Hotels in Makassar City.

**II. RESEARCH METHOD**

This research approach is designed to answer the problems that have been formulated and the objectives to be achieved as well as to test hypotheses. The research design according to Kerlinger (2000), is a provision structure that is structured in such a way, so that researchers obtain answers to research questions, distinguished as follows:

1. This research is exploratory research, which is trying to find relationships that are relatively new and explanatory, namely research conducted by explaining the symptoms caused by an object of research.
2. Judging from the data aspect, research is ex post facto, which means that after the incident, research is a systematic empirical search, in which research cannot control the independent variables because events have occurred or can be manipulated.
3. Judging from the goal, it is a causal study that seeks to explain the causal relationship of the influence of leadership style, competence, motivation, discipline and organizational culture on job satisfaction through employee performance at star hotels in Makassar.

The data collection techniques that will be used are:

1. Observation, namely the observation of the object under study. As a data collection technique, it has a characteristic that it is not only limited to people but also can communicate with other objects relevant to research, for example observing employee activities at work every office hour.
2. Interviews, namely questions and answers with respondents. This technique is intended to further deepen and strengthen the existence of research data collected through questionnaires according to the number of research variables
3. questionnaire, namely, to collect primary data. The questions or statements in the questionnaire are based on relevant management theory and on the findings of previous researchers. Questions or statements in the questionnaire are measured using a Likert scale as follows: score / value 1 to 5 which means the value 1 = strongly agree, 2 = agree, 3 = disagree, 4 = disagree = strongly disagree Characteristics of the Likert scale is that the higher the score/value given by the respondent has an indication that the respondent shows a more positive attitude toward the object studied by the researcher. The Likert scale is used because it has a lot of convenience in compiling questions, gives a higher score/value, and is easy to compare with a lower score/score besides that it also has high reliability in sorting based on the intensity of a certain attitude.
4. Documentation to collect secondary data on a number of related agencies such as data on the number of employees and a brief history of Swissbel Hotel Makassar.

Data analysis is an activity after data from all respondents or other data sources are collected. This activity includes grouping data according to variables and types of respondents, then tabulating data based on variables, presenting data for each variable studied, performing calculations to answer problems and performing calculations to test hypotheses that have been proposed. The data analysis technique in this study uses two kinds of statistical programs, namely (1) descriptive analysis (descriptive statistics) which explains the characteristics of respondents, especially in relation to research variables, and (2) inferential analysis (inferential statistics) which is used to test research hypotheses. proposed and conclusions drawn (Ferdinand, 2011).

**III. RESEARCH RESULTS**

Based on the empirical model proposed in this study, it is possible to test the proposed hypothesis through path coefficient testing on the structural equation model. The following table is a hypothesis testing by looking at the significance value (P-value), if the significance value (P-value) is less than 0.05 (P-value 0.05), then the relationship between variables can be said to be significant, and vice versa if the significance value (P-value) is greater than 0.05 (P-value 0.05) then the relationship between variables can be said to be insignificant. In addition, it can also explain the direct effect, meaning that there is a direct positive influence between variables and can also explain the indirect effect, meaning that there is an indirect positive influence between variables. The results of hypothesis testing can be described as follows:

Table 29. Hypothesis Testing Direct Effect, Indirect Effect and Total Effect

| HIP | Independent     | Variable Dependent Variable | Direct Effect |       |         | Key    |
|-----|-----------------|-----------------------------|---------------|-------|---------|--------|
|     |                 |                             | Standardizede | CR    | p-value |        |
| H1  | LeadershipStyle | Job Satisfaction            | 0.304         | 2,492 | 0.013   | -1.720 |
| H2  | Competence      | Job Satisfaction            | 0.222         | 2,238 | 0.024   | -0.224 |

|                        |                        |                      |                      |                    |                |                 |
|------------------------|------------------------|----------------------|----------------------|--------------------|----------------|-----------------|
| <b>H3</b>              | Motivation             | Job Satisfaction     | 0.231                | 3,164              | 0.002          | Accepted        |
| <b>H4</b>              | Discipline             | Satisfaction         | Accepted             | Job                | 0.078          | Rejected        |
| <b>H5</b>              | Organizational Culture | Job Satisfaction     | 0.952                | 6.551              | ***            | 2.902           |
| <b>H6</b>              | Leadership Style       | Employee Performance | 0.289                | Accepted           | 0.005          | 2.906           |
| <b>H7</b>              | Competence             | Employee Performance | 0.272                | 2.274              | 0.022          | Accepted        |
| <b>H8</b>              | Motivation             | Employee Performance | 0.253                | Accepted           | 0.004          | At              |
| <b>H9</b>              | Discipline             | Performance          | 0.210                | 1.810              | 0.070          | Employee Reject |
| <b>H10</b>             | Organizational Culture | Employee Performance | 0.326                | 1,278              | 0.201          | Rejected        |
| <b>H11</b>             | Job Satisfaction       | Employee Performance | 0.914                | 4,523              | ***            | Accepted        |
| <b>Indirect Effect</b> |                        |                      |                      |                    |                |                 |
| <b>H1P</b>             | <b>V Independent</b>   | <b>V Dependent</b>   | <b>V Intervening</b> | <b>Coefficient</b> | <b>p-value</b> | <b>Key</b>      |
| <b>H12</b>             | Leadership Style       | Employee Performance | Job Satisfaction     | 0.278              | 0.029          | H13             |
| <b>Accepted</b>        | Competence             | Employee Performance | Job Satisfaction     | 0.203              | 0.045          | Work            |
| <b>Accepted H14</b>    | Motivation             | Performance          | Job Satisfaction     | 0.211              | 0.010          | -0.205          |
| <b>H15</b>             | Discipline             | Employee Performance | Job Satisfaction     | Rejected           | 0.108          | H16             |
| <b>Organizational</b>  | Culture                | Employee Performance | Job Satisfaction     | 0.870              | 0.000          | Accepted        |

Based on table 29 above, it can be described the following hypothesis testing:

1. The influence of leadership style on job satisfaction

Testing hypothesis 1 (H1) which states that leadership style has a positive and significant effect on job satisfaction is accepted. This is evidenced in table 29 with a coefficient of 0.304 and a significance value of 0.013 or less than 0.05. This shows that the indicators that make up the leadership style can make a good contribution to job satisfaction.

2. The influence of competence on job satisfaction

Testing hypothesis 2 (H2) which states that competence has a positive and significant effect on job satisfaction is accepted. This is evidenced in table 29 with a coefficient of 0.222 and a significance value of 0.024 or less than 0.05. This shows that the indicators that make up competence can make a good contribution to job satisfaction.

3. The influence of motivation on job satisfaction

Testing hypothesis 3 (H3) which states that motivation has a positive and significant effect on job satisfaction is accepted. This is evidenced in table 29 with a coefficient of 0.231 and a significance value of 0.002 or less than 0.05. This shows that the indicators that form motivation can make a good contribution to job satisfaction.

4. The influence of discipline on job satisfaction

Testing hypothesis 4 (H4) which states that discipline has a positive and significant effect on job satisfaction is rejected. This is evidenced in table 29 with a coefficient of -0.028 and a significance value of 0.078 or greater than 0.05. This shows that the indicators that make up the discipline cannot give a good contribution to job satisfaction.

5. The influence of organizational culture on job satisfaction

Testing hypothesis 5 (H5) which states that organizational culture has a positive and significant effect on job satisfaction is accepted. This is evidenced in table 29 with a coefficient of 0.952 and a significance value of 0.000 or less than 0.05. This shows that the indicators that make up organizational culture can make a good contribution to job satisfaction.

6. The influence of leadership style on performance

Testing hypothesis 6 (H6) which states that leadership style has a positive and significant effect on performance is accepted. This is evidenced in table 29 with a coefficient of 0.289 and a significance value of 0.000 or less than 0.05. This shows that the indicators that make up the leadership style can make a good contribution to performance.

7. The influence of competence on performance

Testing hypothesis 7 (H7) which states that competence has a negative and insignificant effect on performance is accepted. This is evidenced in table 29 with a coefficient of 0.272 and a significance value of 0.022 or less than

0.05. This shows that the indicators that make up competence can make a good contribution to performance.

8. The influence of motivation on performance

Testing hypothesis 8 (H8) which states that motivation has a positive and significant effect on performance is accepted. This is evidenced in table 29 with a coefficient of 0.253 and a significance value of 0.004 or less than 0.05. This shows that the indicators that form motivation can make a good contribution to performance.

9. The effect of discipline on performance

Testing of hypothesis 9 (H9) which states that discipline has a positive and significant effect on performance is rejected. This is evidenced in table 29 with a coefficient of 0.210 and a significance value of 0.070 or greater than 0.05. This shows that the indicators that make up the discipline cannot make a good contribution to performance.

10. The influence of organizational culture on performance

Testing of hypothesis 10 (H10) which states that organizational culture has a positive and significant effect on performance is rejected. This is evidenced in table 29 with a coefficient of 0.326 and a significance value of 0.201 or greater than 0.05. This shows that the indicators that make up the organizational culture cannot make a good contribution to performance.

11. The effect of job satisfaction on performance

Testing hypothesis 11 (H11) which states that job satisfaction has a positive and significant effect on performance is accepted. This is evidenced in table 29 with a coefficient of 0.914 and a significance value of 0.000 or less than 0.05. This shows that the indicators that make up job satisfaction can make a good contribution to performance.

12. The influence of leadership style on performance through job satisfaction

Testing hypothesis 12 (H12) which states that leadership style has a positive and significant effect on performance through job satisfaction is accepted. This is evidenced in table 29 with a coefficient of 0.278 and a significance value of 0.029 or less than 0.05. This shows that the indicators that make up the leadership style can make a good contribution to performance through job satisfaction.

13. The influence of competence on performance through job satisfaction

Testing hypothesis 13 (H13) which states that competence has a positive and significant effect on performance through job satisfaction is accepted. This is evidenced in table 29 with a coefficient of 0.023 and a significance value of 0.045 or less than 0.05. This shows that the indicators that make up competence can make a good contribution to performance through job satisfaction.

14. The effect of motivation on performance through job satisfaction

Testing hypothesis 14 (H14) which states that competence has a positive and significant effect on performance through job satisfaction is accepted. This is evidenced in table 29 with a coefficient of 0.211 and a significance value of 0.010 or less than 0.05. This shows that the indicators that form motivation can make a good contribution to performance through job satisfaction.

15. The effect of discipline on performance through job satisfaction

Testing hypothesis 15 (H15) which states that discipline has a positive and significant effect on performance through job satisfaction is rejected. This is evidenced in table 29 with a coefficient of -0.205 and a significance value of 0.108 or greater than 0.05. This shows that the indicators that make up the discipline cannot give a good contribution to performance through job satisfaction.

16. The influence of organizational culture on performance through job satisfaction

Testing hypothesis 16 (H16) which states that organizational culture has a positive and significant effect on performance through job satisfaction is accepted. This is evidenced in table 29 with a coefficient of 0.870 and a significance value of 0.000 or less than 0.05. This shows that the indicators that make up organizational culture can make a good contribution to performance through job satisfaction.

From the overall model, there are eight paths that have a significant direct effect and three paths that are not significant. The interpretation of table 29 for the direct effect can be explained as follows:

1. Leadership style has a positive and significant effect on employee job satisfaction with a value of  $p = 0.013 < 0.05$  and a direct influence value of 0.304. This means that a good leadership style can increase employee job satisfaction.

2. Competence has a positive and significant effect on employee job satisfaction with a  $p$ -value = 0.024  $< 0.05$  and a direct influence value of 0.222. This means that good competence can increase employee job satisfaction.

3. Motivation has a positive and significant effect on employee job satisfaction with a value of  $p = 0.002 < 0.05$  and a direct influence value of 0.231. This means that good motivation will increase employee job satisfaction.

4. Discipline has a negative and insignificant effect on employee job satisfaction with a value of  $p = 0.078 >$

0.05 and a direct influence value of -0.024. This means that good discipline is not able to increase employee job satisfaction.

5. Organizational culture has a positive and significant influence on employee job satisfaction with a value of  $p = 0.000 < 0.05$  and a direct influence value of 0.952. This means that a good organizational culture can increase employee job satisfaction.

6. Leadership style has a positive and significant effect on employee performance with a value of  $p = 0.005 < 0.05$  and a direct influence value of 0.289. This means that a good leadership style will improve employee performance.

7. Competence has a positive and significant effect on employee performance with a  $p$ -value = 0.022 > 0.05 and a direct influence value of 0.272. This means that good competence will improve employee performance.

8. Motivation has a positive and significant influence on employee performance with a  $p$ -value = 0.004 < 0.05 and a direct influence value of 0.253. This means that good motivation will improve employee performance.

9. Discipline has a positive and insignificant effect on employee performance with a  $p$ -value = 0.070 > 0.05 and a direct influence value of 0.210. This means that good discipline is not able to improve employee performance.

10. Organizational culture has a positive and insignificant effect on employee performance with a  $p$ -value = 0.201 > 0.05 and a direct influence value of 0.326. This means that a good organizational culture is not able to improve employee performance.

11. Job satisfaction has a positive and significant effect on employee performance with a value of  $p = 0.000 < 0.05$  and a direct influence value of 0.914. This means that good job satisfaction will improve employee performance. As for the indirect effect, there are five paths, there are four paths that provide a significant indirect effect and one path that is not significant, namely as follows:

12. Leadership style has a positive and significant influence on employee performance through job satisfaction with a  $p$ -value = 0.029 < 0.05 and an indirect influence value of 0.278. This means that a good leadership style is not able to improve employee performance through job satisfaction.

13. Competence has a positive and significant influence on employee performance through job satisfaction with a value of  $p = 0.045 < 0.05$  and an indirect influence value of 0.203. This means that good competence can improve employee performance through job satisfaction.

14. Motivation has a positive and significant influence on employee performance through job satisfaction with a  $p$ -value = 0.010 < 0.05 and an indirect influence value of 0.211. This means that good motivation can improve employee performance through job satisfaction.

15. Discipline has a negative and insignificant effect on employee performance through job satisfaction with a  $p$ -value = 0.108 > 0.05 and an indirect effect value of -0.205. This means that good discipline is not able to improve employee performance through job satisfaction.

16. Organizational culture has a positive and significant influence on employee performance through job satisfaction with a value of  $p = 0.000 < 0.05$  and an indirect influence value of 0.870. This means that good motivation can improve employee performance through job satisfaction.

#### **IV. DISCUSSION**

Discussion of the results of this study is an explanation of the relationship between each observed variable/indicator, according to the recommendations from the research results and described based on indicators that build variables. This study discusses the direct and indirect effects that are positive or negative which can determine the significant or insignificant level of each variable, then linked/supported by several relevant theories or previous research, described as follows:

##### **1. The Influence of Leadership Style on Job Satisfaction**

Based on the results of research to answer the hypothesis of this study, it was found that leadership style has a positive and significant effect on job satisfaction, which means that this research hypothesis is proven. The positive influence in question is that all indicators of leadership style starting from decision making, innovation, attitude and leader behaviour provide reinforcement to the variable element (job satisfaction variable) while the significant effect is because the leadership style variable significantly affects the employee job satisfaction variable. In more detail, each indicator of the leadership style variable that has a negative and significant effect on job satisfaction is described.

##### **2. The Effect of Competence on Job Satisfaction**

Based on the results of research to answer the hypothesis of this study, it was found that competence has a positive and significant effect on job satisfaction, which means the research hypothesis is proven. The positive influence in question is that all competency indicators ranging from knowledge, skills, experience and mastery attitudes provide reinforcement to the variable elements (job satisfaction variables). In more detail, each indicator of competency variables that have a negative and significant effect on job satisfaction is described.

3. The Effect of Motivation on Job Satisfaction

Based on the results of research to answer the research hypothesis, it was found that motivation has a positive and significant effect on job satisfaction, which means the research hypothesis is proven. The positive influence in question is that all motivational indicators starting from the needs of life, physical needs, family needs as well as productive and creative needs provide reinforcement to the variable element (job satisfaction variable) while the significant effect is because the motivation variable contributes significantly to the employee job satisfaction variable. It is known that the main goal of every employee at work is to fulfil their every need, starting from the necessities of life (clothing, food and shelter), physical needs, family needs and the need to be productive and creative. In more detail, each indicator of motivational variables that have a positive and significant effect on job satisfaction is described.

4. The Effect of Discipline on Job Satisfaction

Based on the results of research to answer the hypothesis of this study, it was found that discipline had a negative and insignificant effect on job satisfaction, which means the hypothesis of this study was not proven. Of course, the results of this study are contradictory because usually, employees who have good work discipline will always have a positive and significant influence on job satisfaction, but in fact, the results of this study are different, discipline has a negative and insignificant effect on job satisfaction. The negative effect in question is that all discipline indicators ranging from behaviour, feelings of shame, knowing attitudes and obedient and orderly attitudes do not provide reinforcement to the variable element (job satisfaction variable) while the effect is not significant because the discipline variable does not contribute significantly to the employee job satisfaction variable.

5. The Effect of Organizational Culture on Job Satisfaction

Based on the results of research to answer the hypothesis of this study, it was found that organizational culture has a positive and significant effect on job satisfaction, which means the research hypothesis is proven. The positive influence in question is that all indicators of organizational culture starting from integrity, identity, responsibility and result orientation provide reinforcement to the variable element (job satisfaction variable) while the significant effect is because organizational culture variables contribute significantly to employee job satisfaction variables.

6. The Influence of Leadership Style on Employee Performance

The results prove that leadership style has a positive and significant influence on employee performance with a significance value of 0.005 or less than 0.05 with a coefficient of 0.289 or 28.9%, while the sixth hypothesis says that leadership style affects the performance of employees at 4 (four) (four) star hotels in Makassar City. Thus, the research hypothesis is proven and can be accepted.

7. The Influence of Competence on Employee Performance

The results of the study prove that competence has a positive and significant influence on employee performance with a significance value of 0.022 or less than 0.05 with a coefficient of 0.272 or 27.2%, while the seventh hypothesis says that competence has an effect on performance. employees at 4 (four) (four) star hotels in Makassar City. Thus, the research hypothesis is proven and accepted.

8. The Effect of Motivation on Employee Performance

The results of the study prove that motivation has a positive and significant influence on employee performance with a significance value of 0.004 or less than 0.05 with a coefficient of 0.253 or 25.3%, while the eighth hypothesis says that motivation affects performance. employees at 4 (four) (four) star hotels in Makassar City. Thus, the research hypothesis is proven and can be accepted.

9. The Effect of Discipline on Employee Performance

The results prove that discipline has a positive and insignificant effect on employee performance with a significance value of 0.070 or greater than 0.05 with a coefficient of 0.210 or 21.0% while the ninth hypothesis says that discipline has an effect on employee performance at 4 (four) (four) star hotels in Makassar City. Thus, this research hypothesis is not proven and rejected.

10. The Influence of Organizational Culture on Employee Performance

The results of the study prove that organizational culture has a positive and insignificant effect on employee performance with a significance value of 0.201 or greater than 0.05 with a coefficient of 0.326 or 32.6% while the tenth hypothesis says that culture Organizational influences employee performance at 4 (four) (four) star hotels in Makassar City. Thus, this research hypothesis is not proven and rejected.

11. The Effect of Job Satisfaction on Employee Performance

The results prove that job satisfaction has a positive and significant effect on employee performance with a significance value of 0.000 or less than 0.05 with a coefficient of 0.914 or 9.14% while the eleventh hypothesis says that job satisfaction affects the performance of employees at 4 (four) (four) star hotels in Makassar City. Thus, the research hypothesis is proven and can be accepted.

12. The Influence of Leadership Style on Employee Performance Through Job Satisfaction Based on the results of research to answer the hypothesis of this study, it was found that leadership style has a positive and



significant influence on employee performance through job satisfaction. This means that the research hypothesis is proven and accepted. Of course, the results of this study are in line with the facts that occur in the object of research where leadership style in a hospitality organization is needed to increase the job satisfaction of each employee.

#### 13. The Effect of Competence on Employee Performance Through Job Satisfaction

Based on the results of research to answer the hypothesis of this study, it was found that competence has a positive and significant influence on employee performance through job satisfaction. This means that the research hypothesis is proven and accepted. Of course, the results of this study are based on facts that occurred at the research location because employee competence is very important in an effort to improve performance through job satisfaction of each employee, where the results of this study indicate the influence of competence on employee performance through job satisfaction has a positive effect, and job satisfaction as a significant intervening variable mediates the increase in the performance of 4 (four) (four) star hotel employees in Makassar City.

#### 14. The Effect of Motivation on Employee Performance Through Job Satisfaction

Based on the results of research to answer the hypothesis of this study, it was found that motivation has a positive and significant influence on employee performance through job satisfaction. This means that the research hypothesis is proven and accepted. Of course, the results of this study are in line with the facts at the research location, where employee motivation is needed to improve performance through job satisfaction of each employee, and the results of the study show the influence of motivation on employee performance through job satisfaction has a positive effect, and job satisfaction as an intervening variable significantly mediates performance improvement. employees of 4 (four) (four) star hotels in Makassar City.

#### 15. The Effect of Discipline on Employee Performance Through Job Satisfaction

Based on the results of research to answer the hypothesis of this study, it was found that discipline has a negative and insignificant effect on employee performance through job satisfaction. This means that the research hypothesis is not proven and rejected. Of course, the results of this study are contradictory, where employee discipline is needed to improve performance through job satisfaction of each employee, and the results of the study show that the effect of discipline on employee performance through job satisfaction has a negative effect, and job satisfaction as an intervening variable does not significantly mediate employee performance improvement. 4 (four) (four) star hotels in Makassar City.

#### 16. The Effect of Organizational Culture on Employee Performance Through Job Satisfaction

Based on the results of research to answer the hypothesis of this study, it was found that organizational culture has a positive and significant influence on employee performance through job satisfaction. This means that the research hypothesis is proven and accepted. Of course, the results of this study are in accordance with the facts that occurred at the research site, where a good organizational culture will improve performance through job satisfaction of each employee, and the results of the study show the influence of organizational culture on employee performance through job satisfaction has a positive effect, and job satisfaction as a significant intervening variable mediates the increase in the performance of 4 (four) (four) star hotel employees in Makassar City.

### **Research Findings**

1. Discipline directly has a negative and insignificant effect on job satisfaction. This means that discipline cannot make a real contribution to increasing job satisfaction.
2. Discipline has a direct positive and insignificant effect on performance. This means that discipline cannot make a real contribution to improving performance.
3. Culture directly has a positive and insignificant effect on performance. This means that organizational culture cannot make a real contribution to improving performance.
4. Discipline indirectly has a negative and insignificant effect on performance through job satisfaction. This means that discipline has not been able to make a real contribution to improving performance through job satisfaction.
5. The most dominant direct variable influence is the influence of organizational culture on job satisfaction which has a coefficient value of 0.952 while the indirect variable has the most dominant influence, namely the influence of organizational culture on performance through job satisfaction with a coefficient value of 0.870.

### **Research Limitations**

1. There are differences in sample characteristics where there is no distinction between employees/staff and leaders/managers, so it is feared that there will be different understanding and knowledge in understanding organizational problems and conditions which will affect the objectivity of answers to the questionnaire.
2. Although in this study the validity and reliability of the research instrument have been tested, the questionnaire used in this study still has the possibility of a range of biases. This is because the answer given to

the statement of self-assessment from each respondent so that the possibility of overestimation can occur in assessing himself or vice versa under estimate can occur in assessing outside of himself.

3. The limited time that the researcher has in providing socialization related to filling out questionnaires to respondents so that it is feared that the answers given by respondents are not in accordance with existing real conditions.

## **V. CONCLUSION AND RECOMMENDATIONS**

### **Conclusion**

1. Leadership style directly has a positive and significant effect on job satisfaction. This implies that the overall leadership style variable with indicators in the form of decision making, innovation, attitude and leader behaviour shows a positive influence on leadership style and is significant on job satisfaction. This shows that the research hypothesis is proven because the leadership style in the form of decision making, innovation, attitudes and behaviour of leaders is well actualized so as to increase jobsatisfaction.

2. Competence directly has a positive and significant effect on job satisfaction. This implies that the overall competence variable with indicators in the form of knowledge, skills, experience and mastery attitudes shows a positive influence on competence and is significant on job satisfaction. This shows that the research hypothesis is proven because competencies in the form of knowledge, skills, experience and mastery attitudes are well actualized so that they affect employee job satisfaction

3. Motivation directly has a positive and significant effect on job satisfaction. This implies that all indicators of motivation in the form of life needs, physical needs, family needs and productive and creative needs show a positive influence on motivation and are significant on job satisfaction. This shows that the research hypothesis proves that motivation in the form of life needs, physical needs, family needs as well as productive and creative needs are important and necessary to increase job satisfaction.

4. Discipline directly has a negative and insignificant effect on job satisfaction. This implies that the overall indicators of discipline in the form of behaviour, feelings of shame, knowing attitude as well as obedient and orderly attitudes show a negative effect on discipline and are not significant on job satisfaction. This shows that the research hypothesis is not proven because discipline in the form of behaviour, feelings of shame, knowing attitudes and obedient and orderly attitudes are not properly actualized as a result of the existence of some employees who are not disciplined, especially during the covid 19 pandemic where the hotel situation is still quiet so that employees not on time to come to work besides that there are still employees delaying work that is not too urgent even though all work should be carried out quickly and precisely even though the deadline is still long.

5. Organizational culture has a direct positive and significant effect on job satisfaction. This implies that the overall indicators of organizational culture in the form of integrity, identity, responsibility and result orientation show a positive influence on organizational culture and are significant on performance. This shows the research hypothesis that organizational culture in the form of integrity, identity, responsibility and result orientation is important and necessary to increase job satisfaction.

6. Leadership style directly has a positive and significant effect on employee performance. This implies that the overall indicators of leadership style in the form of decision making, innovation, attitudes and behaviour of leaders show a positive influence on leadership style and are significant on performance. This shows that the research hypothesis is proven that leadership styles in the form of decision making, innovation, attitudes and behaviour of leaders contribute to improving performance.

7. Competence directly has a positive and significant effect on performance. This implies that the overall competence variable with indicators in the form of knowledge, skills, experience and mastery attitudes shows a positive influence on competence and is significant on performance. This shows a proven research hypothesis where the competence of knowledge, skills, experience and mastery attitudes is well actualized where every employee tries to develop and demonstrate their competencies so that the competencies possessed by an employee will affect their performance

8. Motivation directly has a positive and significant effect on performance. This implies that the overall indicators of motivation in the form of living needs, physical needs, family needs as well as productive and creative needs show a positive influence on motivation and are significant on performance. This shows that the research hypothesis is proven that motivation in the form of life needs, physical needs, family needs as well as productive and creative needs contribute to improving performance.

9. Discipline has a direct positive and insignificant effect on performance. This implies that the overall indicators of discipline in the form of behaviour, feelings of shame, attitude of knowing as well as obedient and orderly attitudes show a positive influence on discipline and not significant on performance. This shows that the research hypothesis is not proven to be disciplined in the form of behaviour, feelings of shame, knowing attitudes and obedient and orderly attitudes that are not properly actualized as a result of the presence of several employees at 4 (four) (four) star hotels in Makassar City who have not all applied discipline at work. so that it is

not able to improve employee performance, this occurs especially during the covid-19 pandemic, generally, hotel visitors are quiet so that the level of employee discipline becomes relatively decreased even in certain sections, especially the office section, for example, finances that are not in direct contact with guest services, many are given compensation for working from home.

10. Organizational culture has a direct positive and insignificant effect on performance. This implies that the overall indicators of organizational culture in the form of integrity, identity, responsibility and result orientation show a positive influence on organizational culture and are not significant on performance. This shows the research hypothesis is not proven that the organizational culture in the form of integrity, identity, responsibility and orientation is not properly actualized as a result of the different organizational cultures in 4 (four) (four) star hotels in Makassar City considering that the object of this research is carried out. in three hotels, namely Swissbell, Claro and Novotel hotels so of course the organizational culture in each of these hotels is also different besides that each employee comes from a different cultural background.

11. Job satisfaction directly has a positive and significant effect on performance. This implies that the overall indicators of job satisfaction in the form of interesting work, job challenges, achievements, rewards and promotions show a positive influence on job satisfaction and are significant on performance. This shows that the research hypothesis proves that job satisfaction in the form of interesting work, work challenges, achievements, rewards and promotions contribute to improving performance.

12. Leadership style indirectly has a positive and significant effect on performance through job satisfaction. This implies that the overall leadership style variable with indicators in the form of decision making, innovation, attitude and behaviour of the leader shows a positive influence on leadership style and is significant on performance through job satisfaction. This shows a proven research hypothesis where job satisfaction in the form of interesting work, work challenges, achievements, rewards and promotions contribute to improving employee performance in the leadership style applied to 4 (four) (four) star hotels in Makassar City.

13. Competence indirectly has a positive and significant effect on performance through job satisfaction. This implies that the overall competence variable with indicators in the form of knowledge, skills, experience and mastery attitudes shows a positive influence on competence and is significant on performance through job satisfaction. This shows a proven research hypothesis where job satisfaction in the form of interesting work, work challenges, achievements, rewards and promotions contribute to improving employee performance on the competencies applied to 4 (four) (four) star hotels in Makassar City.

14. Motivation indirectly has a positive and significant effect on performance through job satisfaction. This implies that the overall motivational variables with indicators in the form of living needs, physical needs, family needs as well as productive and creative needs show a positive influence on motivation and are significant on performance through job satisfaction. This shows that the research hypothesis is proven because job satisfaction in the form of interesting work, work challenges, achievements, rewards and promotions contribute to improving employee performance on motivation applied to 4 (four) (four) star hotels in Makassar City.

15. Discipline indirectly has a negative and insignificant effect on performance through job satisfaction. This implies that the overall discipline variable with indicators in the form of behaviour, feelings of shame, knowing attitude and obedient and orderly attitude shows a negative effect on discipline and is not significant on performance through job satisfaction. This shows that the research hypothesis is not proven because job satisfaction in the form of interesting work, work challenges, achievements, awards and promotions does not contribute to improving employee performance in the discipline applied to 4 (four) (four) star hotels in Makassar City.

16. Organizational culture indirectly has a positive and significant effect on performance through job satisfaction. This implies that the overall organizational culture variables with indicators in the form of integrity, identity, responsibility and orientation show a positive influence on discipline and are significant on performance through job satisfaction. This shows a proven research hypothesis where job satisfaction in the form of interesting work, work challenges, achievements, rewards and promotions contribute to improving employee performance in organizational culture that is applied to 4 (four) (four) star hotels in Makassar City.

### **Suggestion**

1. It is necessary to maintain a leadership style that supports increasing job satisfaction in terms of the leader always encouraging subordinates to think of innovations, methods or new ways of service in the hospitality business so that they are able to remain competitive after this pandemic.
2. Need to maintain employee competence that supports increasing job satisfaction in terms of employees must have insight in understanding the work given.
3. It is necessary to maintain employee motivation on an ongoing basis which is oriented to employee job satisfaction in terms of producing works that are useful for the hotel.
4. Need to improve employee discipline that is oriented to employee job satisfaction in terms of disciplinary behaviour going to and from the office, not on time.

5. It is necessary to maintain the implementation of organizational culture on an ongoing basis that is oriented towards employee job satisfaction in terms of integrity.
6. It is necessary to maintain the application of a performance-oriented leadership style in the form of attention to the development and achievement needs of employees.
7. Need to improve employee competence to improve employee performance through improving insight and mastery of attitudes at work.
8. It is necessary to increase employee motivation in accordance with improving their performance through meeting employee needs.
9. It is necessary to reconsider the application of work discipline after the COVID-19 pandemic by evaluating the applicable work regulations.
10. It is necessary to improve the implementation of organizational culture that leads to increased performance through increased employee responsibilities.
11. Need to maintain job satisfaction to improve employee performance through interesting work, work challenges, achievements, rewards and promotions.
12. The current leadership style needs to be adapted to the situation and condition of the hospitality organization by applying a leadership style that is in accordance with improving performance in supporting the achievement of employee job satisfaction.
13. It is recommended that current employee competencies continue to be considered and developed in order to improve employee performance now and in the future
14. The currently applied motivation needs to be improved so that employee performance continues to increase.
15. Employee discipline must be a concern so as to encourage continuous performance improvement.
16. Organizational culture needs to be strengthened in its application to all employees so that they are able to contribute to improving performance.

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