

The Impact of Leadership Training on Employee Performance in the Hospitality Industry

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Abstract: Hotel is an establishment engaged in service. Today there are hotels from 1-star to 5-star. This leads in competitiveness among hotels in terms of services, prices and facilities. Therefore, hotels must always improve and maximize the quality of service they will provide to guests. In this case, leadership training is needed so that employees can maximally provide excellent service to satisfy customer needs so that guests feel comfortable and the goal to improve the image of a hotel can be achieved. However, there are some problems with employee performance caused by leadership factors that are not suitable to be applied in their work environment. Therefore, training is needed for staff who are promoted to become leaders in order to have a positive influence on the performance of employees so that they can manage employee performance optimally. This article is aimed at describing the impact of leadership training on employee performance in the hospitality industry. This article uses descriptive qualitative research methods by describing research facts as they are. The results of this study showed that leadership training has a positive impact on the performance of hotel employees.

Keywords: Employee Performance, Hospitality, Leadership, Training

RESEARCH BACKGROUND

Indonesia has a variety of extraordinary wealth, this is one of the keys to a tourism business. According to Permana (2018) the tourism sector in Indonesia cannot be separated from the point of view of providing tourist accommodation, namely the hospitality business. According to Wijaya and Santoso (2018) a hotel is a company engaged in accommodation services or can be called a lodging term. Each hotel must have different facilities and services. Marcos and Mustamu (2014) stated that due to the large number of hotels that are now emerging, it can cause competition. Each hotel certainly competes with each other to attract people's attention to get customers to increase their occupancy.

In the competition between hotels in today's era is very fierce, so every hotel must be able to provide excellent service from its staff. The excellent service in question is to provide the best and maximum possible service to the guests, so that guests feel very satisfied with the service that has been provided. Excellent service is the most important key in a company engaged in the hospitality industry because excellent service can have a positive impact on hotel services. One of the positive impacts is to improve the quality of service to provide satisfaction to customers so that it is expected that these customers will come back to subscribe and

recommend to others. That way a hotel will get additional income. Therefore, without excellent service and good leadership in a hotel, it can be bad for the hospitality business. For example, a guest will complain or complain to the hotel if his staff while performing services is less than optimal. With these complaints, the image of the hotel is not good. Therefore, every hotel needs to pay close attention to its human resources as an investment in terms of leadership and employee performance so that it will benefit for the efficiency and effectiveness of the management of a hotel. According to Adriyanto and Subakti (2018), success in a process of managing human resources (HR) is largely determined by various review points in a company, these aspects include: leadership, training, motivation, and competence..

The description of these 4 aspects, namely first, the leadership aspect, is an ability in someone who has the traits of a leader. Second, the training aspect, is a process of activity in which a leader interacts directly with his employees in order to improve the knowledge and ability of the work he will do. Third, the motivational aspect, motivation refers to an activity that results in, channeling and maintaining human behavior, motivation is important for a leader because the leader is required to be able to behave certainly in order to influence his subordinates to be able to work in accordance with the goals of a hotel, motivation is not able to be measured or observed directly, but can be drawn in conclusions derived from visible behavior (Handoko, 2009). Motivation is some action to influence a person to achieve his needs or goals. Fourth, the aspect of work competence, is an ability in the field in skills and knowledge to support in carrying out tasks in the workplace at the requirements that have been set. Of these 4 aspects, it is more important in the leadership aspect because if an organization or group implements leadership that is suitable for its environment, it will have a positive effect on the performance of its employees.

By improving the performance of an employee to be better, the company will provide some training to its employees. The performance of an employee who can be said to be good, for example, has a high motivation for the work done, works hard to pursue his career, focuses on the work done, maintains relationships between employees, always acts and thinks positively so as not to affect the work. With training, it can help improve abilities and what is necessary to improve some things in carrying out work to be better for the future. In training there is definitely something that needs to be improved. Before this training event, through talks with the Human Resources Department of Hotel Noormans, it was agreed that several things need to be improved, namely discipline, compliance with regulations, human error and self-confidence. For example, in self-confidence, employees still feel less confident in what is done or in making decisions. In the face of a lack of confidence in employees, you can express opinions, provide motivation that can build self-confidence, add activities or experiences and much more. Therefore, with training, it can increase self-confidence in each individual. According to Kumara & Utama (2016) training is one of the most frequent forms of human resource development interventions and becomes a pillar and stage in employee empowerment programs. According to Abozed, et al (2009), training programs to improve the skills of employees are the main objectives of the organization in order to achieve the goals of the hotel company. An employee who attends training becomes longer in keeping his work. Training is urgently needed because there is a gap between the skills between the current workers and the skills needed by the company to occupy a new position as a behavior of leader regeneration. With good gradual training will make the individual become motivated in doing work, one of the trainings provided is leadership training. Elnaga and Imran (2013) stated in their research that without appropriate training, employees will not be able to receive information or develop more potential skills that are used to solve workers.

REVIEW OF RELATED LITERATURE

Leadership is considered very important because of the following 2 things: the first, because the replacement of leaders can change the performance of a unit, agency or organization; second, the research also showed the results that one of the internal factors that influence the success of the organization is leadership, including the leadership process at each level of the organization, the competence and actions of the leader concerned (Yuki, 1989). However, other aspects are also very important in the success of managing human resources. In these 3 aspects also have each shortcoming, for the training aspect the shortcomings are to waste time if someone who takes part in the training does not have the desire and does not mean it - really in improving his abilities. In the motivational aspect, the shortcomings are in someone who has been given action in order to achieve their goals but there are internal factors such as not trying but already afraid of failure. Meanwhile, in the aspect of work competence, the shortcomings can occur because they are too focused on yourself and ignore common interests. So, if the leadership aspect is carried out appropriately and well, then in the future human resources will achieve success in managing it. If the human resources at the hotel are managed properly and successfully, the service at the hotel will also be guaranteed so that it becomes more optimal and employee performance increases. That way employees can provide their own satisfaction for customers if the performance is good and the image of a hotel will also increase in the eyes of customers. With this, each staff will be able to provide excellent and optimal service so that guests who come will feel comfortable so that it will improve the positive image of a hotel. Therefore, hr competence is very influential on the progress of a hotel.

1. Leadership Style

Leadership style greatly impacts the performance of employees in a hotel. The definition of leadership style is the same as leadership, which is an ability in someone who has the traits of a leader. Such as being able to direct, influence, and regulate the control of others. According to Akbar (2017) there are 6 leadership styles, namely:

Charismatic Style: A leader like this, has a very large appeal and therefore generally has a fairly large number of followers.

Democratic Style: A leader who always prioritizes teamwork in an effort to achieve goals. The leader is also willing to accept suggestions and opinions to intervention from his subordinates. His subordinates are actively involved throughout the decision-making process.

Militaristic Style: A leader with high disciplinary demands from his subordinates, prefers excessive formality as well as the application of a command system at the time of moving subordinates.

Autocratic leader style: A leader who regards an organization as his own, and considers subordinates solely as a tool, and cannot accept criticism or suggestions to opinions.

Paternalist style: A leader considers as if his subordinates are immature human beings, trying to always protect, difficult to give his subordinates opportunities when it comes to making decisions or initiatives, often behaving the most know-it-all.

Laissez Faire style: A leader who is permissive, where the members of the organization are free to act in accordance with the beliefs of conscience, with a record that the common interest is maintained and the goals of the organization can be achieved. Leaders also have a role that tends to be passive so as to let the organization run on its own.

With a wide variety of leadership styles but the goal remains the same as others. Each leadership style has its own advantages and not all types can be applied directly. Because each hotel must have a different vision and mission. Therefore, leaders choose a leadership style that is suitable and in accordance with their environment, so that employee performance improves and runs smoothly to achieve hotel goals. Leadership training is very important and also related to the existence of a leadership style. For a leader, he must have a firm leadership style and be able to influence others. A leader must be able to choose a leadership style that suits their respective abilities. And if you have found your leadership style, you definitely need to adapt to that leadership style. To be able to adapt to the leadership style, a leader must be able to find his own and build the principles of adapting in line with the learning outcomes in leadership training, as well as while in the hotel. So that in the future it will be able to create a new style that is more effective and productive. In changing leadership styles, it requires leaders to be more able to listen well, be able to make and perform actions appropriately and well through the ability to adapt to a reality.

2. Effectiveness of Leadership Training on Employee Performance

In leadership training this is very important for a person who will become a leader because a leader is a new role when entering a hotel through a leadership training to help and support his employees. Being a leader must be able to direct his subordinates so that their performance is better and increase changes in the company. Leadership is very important in a company engaged in the hospitality sector. This leadership is the key of a company that determines the results of the achievements of a company in achieving certain goals. With leadership, it will form and build a strong team, that way the cooperation between these teams is able to run effectively and efficiently, and the obstacles passed can be passed properly. This leadership is not only controlled by a superior, but must also be mastered by each employee because this leadership is very influential to improve the performance of employees which will also have a positive impact on a hotel. According to (Simamora, 2003) the main purpose of the performance appraisal system is to produce accurate and legitimate information about the behavior and performance of organizational members through this information, it is hoped that the hotel will be able to read the conditions or level of performance owned by its employees. This positive impact will make it easier for a hotel to reach its destination. In addition, a positive impact for employees can provide comfort for employees in carrying out their duties because the leadership style adopted can be applied in their environment and employees will also be more motivated because of the influence of the leadership. The existence of leadership training aims to prepare an employee who will later lead many people as a manifestation of the hotel's goals through improving the quality to become a leader. If the qualities of a leader improve well then it can affect his subordinates. Leadership training is not only to become a leader, but to help in improving and shaping the character of a leader. By attending leadership training, they can become more familiar with each other's personalities and be able to be wise for their daily lives. A leader must have the qualities of a leader who is effective towards the performance of employees. The presence of effective traits in the leader will have a positive impact on his employees and improve performance. The traits of an effective leader there are 6 traits. First, there is the ability to position as a supervisor and implementer in functions on the basis of management, especially providing direction to carry out supervision on the work of others. Second, the many needs for achievement in work, which include the search and

responsibility and the desire for success. The third is intelligence, including several policies such as creative thinking and also thinking power. Fourth, firmness, which supports the ability to make decisions, and can solve a problem quickly and precisely. Fifth, self-confidence, or a view of oneself as the ability to face a problem that is being faced. The six initiatives, or have the ability to act, as well as not so dependent on developing a series of activities and can also find new ways or innovations that are more effective and efficient.

3. Impact of Leadership Training

Launching from his role, the main task of a leader in a hotel is to increase the productivity of his subordinates in order to be able to provide benefits for the hotel he leads. Leadership training can provide knowledge and encourage productivity and motivate subordinates without having an impact on stress or stress. So with this problem, it can cause an impact on a hotel. Each hotel has various challenges faced, one of which is in competing with other hotels and being able to maintain its position so that it continues to have a good image. The commitment of the employees is needed in this condition and the performance of the employees must be improved to be more optimal so that they can provide excellent service and work according to the procedures that apply in the hotel. To improve employee performance, it can be done by conducting leadership training for supervisors in each department of the hotel. Through this leadership training, it is hoped that later it can establish good relations with the employees he leads and can provide direction and encouragement so that they can do their job well in accordance with the standard operational procedures applicable in the hotel.

With leadership training, it will form and build a strong team, that way the cooperation between employees can be easily established, so that they can work together effectively and efficiently, and the challenges passed can be passed properly. Leadership skills can be a way to build a strong team (Irawan et al, 2022). This leadership training is not only mastered by a superior, but must also be mastered by each employee. Because this leadership training is very influential to improve the performance of hotel employees to provide excellent service to every guest who comes. This positive impact will make it easier for a hotel to achieve its goals and there are impacts from leadership training.

First, it can shape a person's soft skills and character, leadership or leadership can create a better personality and train many soft skills in an employee. By being given various kinds of training, the more and stronger the character will be formed, and the skills mastered will also increase. Second, being able to manage team work well, as a leader will be more interested in the experience value of his subordinates in order to know the abilities of each personnel in the team. With leadership training, employees can practice directly all the skills that have been learned, especially in teamwork so that they are ready to become good leaders. Third, building confidence, leadership exercises can foster self-confidence. Many employees never dare to lead even in a small group, so they become afraid if they hold a responsibility. Therefore, the existence of leadership training can train the courage and confidence of employees in leading a part or group. With the passage of time, they will be able to lead so that they will also get used to being in control. Therefore, this leadership exercise can increase the confidence of employees to become reliable leaders, and can handle staff who are well led.

RESEARCH METHOD

This article uses qualitative research methods with the aim of understanding each element studied in depth. With the aim of developing the concept of sensitivity to the problem that is happening, as well as explaining reality related to the search for theory from the grounded

theory to the development of understanding of a phenomenon or more that is being faced (Sugus, 2018). The use of this research is to see the impact of leadership training on the performance of employees. The data collection carried out is the result of training activities carried out in hotels and combined with relevant literature studies. This research covers an issue related to training on performance in an employee in a hotel related to leadership.

RESULT AND DISCUSSION

Based on the analysis in this study, it was found that training greatly affects the performance of an employee. Through training, it can improve employee performance and improve skills and abilities. Training is the process of a new employee being guided or taught by the company's superiors to improve the basic skills they will need in carrying out future tasks. By improving the abilities and skills of a new employee, it can produce better performance so that it has a positive impact on a hotel. According to Mandalang, et al (2017) if the training that has been carried out as needed and has achieved the target, it can improve the performance of employees which will then become better than before. From these results, supported by previous research by Septian (2013) stated that training has a significant effect on employee performance.

Training is a process to gain skills about a good job through a series of procedures that have been systematically prepared that will be carried out by an expert who has the aim of improving skills and increasing knowledge to employees (Yulianti, 2015). So from the explanation above, it can be interpreted that training is a process that teaches and provides guidance to improve skills and abilities to employees. In a training, of course, it will always be guided by a manager to a supervisor or superior who already has a variety of experience.

Employee performance is the result of the work of an employee in carrying out his work in accordance with his respective responsibilities. While Leadership is a leader or leader who leads a group of people, and does several ways by aiming to influence his subordinates so that they can work together very hard to be able to achieve a goal in a hotel.

So it can be known that in the hospitality industry, it is very important with the training of its new employees. However, training is not only for new employees. Training can be carried out by prospective leaders who will be in charge of their employees, which is called leadership training. Leadership is an ability in someone who has the traits of a leader. So leadership training is a process to improve in a leader in order to influence his subordinates to work together in a scope by achieving common goals. Leadership training for leaders is very positively influential on the performance of their employees. By implementing a leadership style that is suitable in the work environment, employee performance will increase. In leadership training, leaders are taught more deeply about leadership styles, motivations and attitudes to make decisions.

An employee shows a significant difference between an employee who has already attended a trained leadership exercise compared to an employee who has never attended the exercise. Employees who have participated in leadership training will be more accustomed to leading, have high self-confidence, in the face of a problem will respond to it more wisely, and will be more comfortable working in a team. Leadership training is very positively influential on the performance of employees, where the better a leadership, the better an employee's performance is. Research by Abbas and yaqoob (2009) proves that leadership can have a positive effect as well as a significant relationship in order to improve the overall performance of employees.

For this leadership training can be the main key in improving employee performance, where the skills and abilities of the employees will be improved, so that employees can work with enthusiasm, as well as carry out their duties optimally, as well as manage the resources owned by the hotel effectively and efficiently, so that the goals in a hotel can be achieved. Leadership training given to superiors for the purpose of improving the ability of a superior to be able to become a role model and source of inspiration for his subordinates. Based on the relationship between superiors and subordinates, it also shows the results of relationships that become more familiar and open. Employees will also feel more nurtured by their superiors, so they become more motivated to improve the quality of their work, work harder in the office, and feel comfortable with their bosses so that employees will feel more attached and contribute to finding a way out of a problem that the hotel experiences and this has an effect on increasing commitment, especially commitment to the hotel. In conducting leadership training, training assignments are given for several jobs. And shows that the superiors are able to develop their respective leadership styles that are chosen. This is because there is often a change of leader, with a change of leader, it makes employees feel a drastic change in policy. With this, the employees have not had time to feel a match in each of the leaders' policies. With training, leaders are trained to become better leaders so that there is no change of leader due to unsuccessful in implementing a leadership style. So by participating in leadership training, you can find out the characteristics of each leader in accordance with the surrounding environment, so that it has a positive impact on its employees. Therefore, from the results of the exposure above, leadership training is considered important in order to improve employee performance, so that employee performance can be more optimal, effective and efficient.

CONCLUSION

So from this article, it can be concluded that training can be carried out by prospective leaders who will be in charge of their employees, which is called leadership training. So leadership training is a process to improve in a leader in order to influence his subordinates to work together in a scope to achieve common goals. For this leadership training can be the main key in improving employee performance, where the skills and abilities of the employees will be improved, so that employees can work with enthusiasm, and carry out their duties optimally. The impact of leadership training with leadership training will form and build a strong team, that way cooperation between employees can be easily established, so that they can work together effectively and efficiently, and the challenges passed can be passed well for this leadership training can be the main key in improving employee performance, where the skills and abilities of the employees will be improved, so that employees can work with enthusiasm, as well as carry out their duties optimally, as well as manage the human resources owned by the hotel effectively and efficiently, that way the goals in a hotel can be achieved.

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