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Relationship Between Leadership, Organisational Culture, and Communication as Determinants of Hotel Employee Performance using Double Regresion Linear Methods.

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A B S T R A C T

This study examines the effects of leadership, organizational culture, and communication on employee performance at De Baghraf Hotel in Sumenep, Indonesia. A quantitative explanatory design was employed. Primary data were collected using a five-point Likert questionnaire from all 32 employees through saturated sampling and analyzed using multiple linear regression in SPSS. The results indicate that leadership has a positive but statistically insignificant coefficient (B = 0.394; p = 0.233), organizational culture is positive but insignificant (B = 0.289; p = 0.191), and communication is also positive but insignificant (B = 0.077; p = 0.748). Collectively, the three predictors significantly influence employee performance (F = 5.427; p = 0.005). The model explains 36.8% of the variance in performance, with an adjusted R-squared of 30.0%. The findings suggest that leadership, culture, and communication should be managed as an integrated human-resource system rather than as isolated interventions. Hotel management should strengthen cross-department briefings, role clarity, service standards, feedback mechanisms, and team-based coordination to improve operational performance.

Keywords: communication; employee performance; hospitality; leadership; organizational culture

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1. Main text

The hospitality industry relies heavily on consistent service behavior, as the quality of the guest experience is shaped by direct interactions between employees, management, work procedures, and cross-departmental coordination. Employee performance is reflected not only in the quantity of work but also in the accuracy of service, the ability to collaborate, responsibility, initiative, and the speed of responding to guest needs. Therefore, human resource management is a critical foundation for the sustainability of hotel operations.

Leadership is needed to provide direction, clarity on priorities, support, and working conditions that enable employees to perform their duties effectively. Leaders who are able to build trust, value subordinates' ideas, consider employees' feelings, and maintain a comfortable work environment have the potential to increase employees' willingness to contribute to organizational goals (Bahri, 2020; Ramadhani, 2021). However, the influence of leadership is not always direct. In small organizations, procedures, routines, and close relationships among members can reduce variations in perceptions of leadership, so its impact is not always statistically significant.

Organizational culture provides a framework of values that defines what behaviors are considered appropriate, important, and valued within the organization.

Organizational culture provides a framework of values that defines what behaviors are considered appropriate, important, and valued within an organization. In the context of the hotel industry, a culture focused on service, attention to detail, teamwork, and the courage to make improvements can help employees understand behavioral standards when facing rapidly changing service situations. Organizational culture serves as an informal coordination mechanism that complements formal rules and procedures (Firmansyah et al., 2022; Simbolon & Si, 2023).

Communication is a means of conveying instructions, building understanding, aligning expectations, and reducing coordination errors. The quality of communication significantly determines working relationships between management and employees as well as among departments such as the front office, housekeeping, and food and beverage. Unclear communication can lead to service delays, duplication of work, misinformation, and guest dissatisfaction. Conversely, effective communication fosters collaboration, rapid responses, and collective problem-solving (Fransiska & Tupti, 2020; Mawardiningtyas et al., 2024).

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The De Baghraf Hotel is a three-star establishment located in Sumenep Regency, offering accommodation in 53 rooms. Guests can avail themselves of a range of amenities, including a restaurant, a swimming pool, a fitness centre, and meeting rooms. Preliminary observations and interviews in the research documents revealed coordination issues, including unclear task assignments, miscommunication between departments, sudden changes in guest needs, and delays in food service. It is evident that the effectiveness of employee performance is influenced by a multitude of factors, including individual capabilities, the calibre of leadership, the prevailing service culture, and the efficacy of communication systems within the organisational milieum.

A review of the extant literature reveals a paucity of consistent findings. A plethora of studies have identified a positive correlation between leadership, organisational culture, and communication on the one hand, and performance on the other (Bahri, 2020; Erlangga, 2021; Sinaga, 2020; Wijaya & Dameria, 2024). However, other studies have reported no significant relationship in specific organisational contexts and characteristics (Haryani et al., 2022; Sugiono & Lumban Tobing, 2021).

The present study's integrated examination of leadership, organisational culture, and communication at a local hotel in Sumenep constitutes its contextual novelty. The study goes beyond the mere evaluation of partial effects, delving into the collective impact of these three factors on employee performance within a work system. The present study aims to analyse the partial and simultaneous effects of leadership, organisational culture, and communication on employee performance at De Baghraf Hotel.

2. KAJIAN LITERATUR DAN PENGEMBANGAN HIPOTESIS

2.1. Kepemimpinan dan Kinerja Karyawan

Kepemimpinan adalah kemampuan memengaruhi, mengarahkan, dan memotivasi individu agar bersedia memberikan usaha terbaik untuk mencapai tujuan bersama. Dalam penelitian ini, kepemimpinan dicerminkan melalui iklim saling percaya, penghargaan atas ide bawahan, perhatian terhadap perasaan karyawan, dan kenyamanan kerja. Dimensi tersebut relevan bagi hotel karena karyawan berhadapan dengan situasi pelayanan yang membutuhkan keputusan cepat, dukungan atasan, dan koordinasi langsung.

Kepemimpinan yang efektif berpotensi memperjelas tujuan, mengurangi ketidakpastian tugas, dan meningkatkan komitmen karyawan. Penelitian Bahri (2020), Erlangga (2021), dan Wijaya dan Dameria (2024) menunjukkan bahwa kepemimpinan dapat meningkatkan kinerja. Berdasarkan argumentasi tersebut, hipotesis pertama dirumuskan sebagai berikut: H1: Kepemimpinan berpengaruh positif dan signifikan terhadap kinerja karyawan.

2.2. 2.2 Budaya Organisasi dan Kinerja Karyawan

Budaya organisasi merupakan sistem nilai, norma, dan asumsi yang dipahami bersama oleh anggota organisasi. Budaya membantu karyawan menafsirkan standar perilaku, menentukan prioritas, dan memilih tindakan ketika menghadapi persoalan kerja. Pada organisasi perhotelan, budaya pelayanan tercermin pada perhatian terhadap detail, orientasi tim, inovasi, pengambilan risiko yang terukur, dan dorongan menyelesaikan pekerjaan secara cepat.

Budaya yang dipahami dan diterapkan secara konsisten berpotensi menurunkan konflik peran dan meningkatkan keselarasan perilaku dengan standar layanan. Haryani et al. (2022), Nazhar Firmansyah (2022), dan Simbolon dan Si (2023) menunjukkan bahwa budaya organisasi dapat berkaitan dengan kinerja. Oleh karena itu, H2 dirumuskan: Budaya organisasi berpengaruh positif dan signifikan terhadap kinerja karyawan.

2.3. 2.3 Komunikasi dan Kinerja Karyawan

Komunikasi adalah proses pemindahan informasi dan makna untuk mencapai pemahaman bersama. Komunikasi yang efektif ditandai dengan kejelasan pesan, kesopanan, kesediaan mendengar, dan tindak lanjut yang tepat. Dalam operasional hotel, komunikasi menentukan kelancaran serah terima informasi, pembagian pekerjaan, respons terhadap keluhan, serta koordinasi kebutuhan tamu antardepartemen.

Komunikasi yang baik dapat mengurangi kesalahan, mempercepat pengambilan keputusan, dan meningkatkan kerja sama. Sinaga (2020), Fransiska dan Tupti (2020), serta Mawardiningtyas et al. (2024) menunjukkan bahwa komunikasi dapat mendukung kinerja. Dengan demikian, H3 dirumuskan: Komunikasi berpengaruh positif dan signifikan terhadap kinerja karyawan.

2.4 Pengaruh Simultan terhadap Kinerja Karyawan

Kinerja merupakan hasil kerja yang dicapai berdasarkan standar kualitas, kuantitas, tanggung jawab, kerja sama, dan inisiatif. Kepemimpinan menyediakan arah dan dukungan, budaya organisasi menyediakan norma perilaku, sedangkan komunikasi memastikan informasi dan koordinasi berjalan. Ketiga faktor tersebut secara konseptual saling melengkapi. Kepemimpinan tanpa komunikasi sulit diterjemahkan menjadi tindakan, budaya tanpa keteladanan pimpinan sulit dipertahankan, dan komunikasi tanpa standar budaya berisiko tidak konsisten.

Atas dasar keterkaitan tersebut, H4 dirumuskan: Kepemimpinan, budaya organisasi, dan komunikasi secara simultan berpengaruh positif dan signifikan terhadap kinerja karyawan.

Gambar 1. Kerangka konseptual penelitian

Sumber: Dikembangkan dari kerangka penelitian.

3. METODE PENELITIAN

Penelitian menggunakan pendekatan kuantitatif dengan desain eksplanatori untuk menguji hubungan kausal antara kepemimpinan, budaya organisasi, komunikasi, dan kinerja karyawan. Penelitian dilaksanakan di De Baghraf Hotel Sumenep. Populasi penelitian adalah seluruh karyawan hotel yang berjumlah 32 orang. Karena ukuran populasi relatif kecil, seluruh anggota populasi dijadikan responden melalui teknik sampling jenuh atau sensus.

Data primer diperoleh melalui kuesioner tertutup menggunakan skala Likert lima tingkat, yaitu 1 = sangat tidak setuju sampai 5 = sangat setuju. Kuesioner terdiri atas 18 pernyataan: empat item kepemimpinan, lima item budaya organisasi, empat item komunikasi, dan lima item kinerja karyawan. Pengumpulan data dilaksanakan pada 18–19 November 2024

dan seluruh kuesioner kembali serta dapat digunakan, sehingga tingkat respons mencapai 100%.

Analisis data dilakukan menggunakan perangkat lunak SPSS. Tahapan analisis meliputi statistik deskriptif, pengujian asumsi klasik, regresi linear berganda, uji t, uji F, dan koefisien determinasi. Model empiris dirumuskan sebagai $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$, dengan Y adalah kinerja karyawan, X_1 kepemimpinan, X_2 budaya organisasi, dan X_3 komunikasi. Keputusan hipotesis menggunakan tingkat signifikansi 5%.

Tabel 1. Operasionalisasi variabel penelitian

Variabel	Definisi operasional	Indikator	Jumlah item
Kepemimpinan (X_1)	Perilaku pimpinan dalam membangun kepercayaan, menghargai gagasan, memperhatikan bawahan, dan menjaga kenyamanan kerja.	Iklim saling percaya; penghargaan ide; perhatian terhadap perasaan; kenyamanan kerja.	4
Budaya organisasi (X_2)	Nilai dan kebiasaan bersama yang mengarahkan perilaku kerja karyawan.	Inovasi; pengambilan risiko; perhatian detail; orientasi tim; keagresifan/kecepatan kerja.	5
Komunikasi (X_3)	Proses penyampaian informasi dan pembentukan pemahaman dalam pelaksanaan pekerjaan.	Pemahaman; kesopanan/kesenangan; kemampuan mendengar; tindakan/tindak lanjut.	4
Kinerja karyawan (Y)	Hasil kerja karyawan dalam menjalankan tugas sesuai tanggung jawab organisasi.	Kualitas; kuantitas; tanggung jawab; kerja sama; inisiatif.	5

Sumber: Diadaptasi dari Ramadhani (2021), Haryadi (2022), Ilaahi (2021), dan Agustika (2023).

4. Result and Discussions

4.1. Profil Responden dan Deskripsi Variabel

Sebanyak 32 karyawan berpartisipasi dalam penelitian. Mayoritas responden berusia 21–30 tahun (78%), sedangkan 22% berusia 30–50 tahun. Berdasarkan domisili, 72% responden berasal dari Kecamatan Kota Sumenep, 13% dari Kalianget, 9% dari Batuan, dan masing-masing 3% dari Lenteng serta Batang-Batang. Komposisi tersebut menunjukkan bahwa responden didominasi pekerja usia produktif awal dan tinggal relatif dekat dengan lokasi hotel.

Tabel 2. Ringkasan profil responden

Karakteristik	Jumlah	Persentase
Usia 21–30 tahun	25	78%
Usia 30–50 tahun	7	22%
Domisili Kecamatan Kota	23	72%
Domisili Kalianget	4	13%
Domisili Batuan	3	9%
Domisili Lenteng dan Batang-Batang	2	6%

Sumber: Data primer diolah, 2024.

Secara deskriptif, seluruh variabel memperoleh penilaian tinggi. Rata-rata kepemimpinan sebesar 4,28, budaya organisasi 4,11, komunikasi 4,21, dan kinerja karyawan 4,31. Tingginya rata-rata menunjukkan bahwa responden cenderung memberikan penilaian positif terhadap kondisi organisasi. Namun, konsentrasi jawaban pada kategori setuju dan sangat setuju juga dapat memperkecil variasi data sehingga hubungan parsial antarkonstruk menjadi lebih sulit terdeteksi pada sampel yang kecil.

Tabel 3. Statistik deskriptif variabel

Variabel	Rata-rata	Kategori	Indikator dengan mean tertinggi
Kepemimpinan	4,28	Sangat tinggi	Kenyamanan kerja bawahan (4,53)
Budaya organisasi	4,11	Tinggi	Inovasi dan pengambilan risiko (4,28)
Komunikasi	4,21	Sangat tinggi	Penyampaian informasi secara sopan (4,31)
Kinerja karyawan	4,31	Sangat tinggi	Tanggung jawab terhadap risiko pekerjaan (4,46)

Sumber: Data primer diolah, 2024.

4.2 Hasil Regresi Linear Berganda

Hasil analisis menghasilkan persamaan regresi: $Y = 6{,}649 + 0{,}394X_1 + 0{,}289X_2 + 0{,}077X_3$. Seluruh koefisien bertanda positif, yang menunjukkan arah hubungan sejalan antara setiap variabel independen dan kinerja karyawan. Meskipun demikian, pengujian parsial menunjukkan bahwa ketiga koefisien belum mencapai tingkat signifikansi 5%.

Tabel 4. Hasil regresi dan pengujian hipotesis parsial

Prediktor	B	Std. Error	Beta	t	p-value
Konstanta	6,649	3,254	–	2,043	0,051
Kepemimpinan	0,394	0,324	0,316	1,219	0,233
Budaya organisasi	0,289	0,215	0,286	1,341	0,191
Komunikasi	0,077	0,236	0,070	0,324	0,748

Sumber: Output SPSS dalam dokumen penelitian, 2024.

Tabel 5. Kelayakan model dan pengaruh simultan

R	R^2	Adjusted R^2	F	df	p-value	Durbin–Watson
0,606	0,368	0,300	5,427	3; 28	0,005	2,066

Sumber: Output SPSS dalam dokumen penelitian, 2024.

Nilai F sebesar 5,427 dengan p = 0,005 menunjukkan bahwa kepemimpinan, budaya organisasi, dan komunikasi secara bersama-sama berpengaruh signifikan terhadap kinerja karyawan. Nilai R^2 sebesar 0,368 menunjukkan bahwa 36,8% variasi kinerja dapat dijelaskan oleh model, sedangkan 63,2% dipengaruhi faktor lain. Setelah memperhitungkan jumlah prediktor dan ukuran sampel, Adjusted R^2 sebesar 0,300 menunjukkan kemampuan penjelasan model sebesar 30,0%.

4.2. Pengaruh Kepemimpinan terhadap Kinerja Karyawan

Kepemimpinan memiliki arah pengaruh positif (B = 0,394), tetapi tidak signifikan (p = 0,233). Dengan demikian, H1 tidak didukung. Temuan ini menunjukkan bahwa persepsi terhadap kepercayaan, penghargaan ide, perhatian pimpinan, dan kenyamanan kerja belum cukup untuk menjelaskan variasi kinerja secara individual.

Tidak signifikannya hubungan parsial dapat dipahami melalui beberapa kemungkinan. Pertama, jumlah responden hanya 32 orang sehingga kekuatan statistik untuk mendeteksi efek kecil menjadi terbatas. Kedua, jawaban kepemimpinan sangat terkonsentrasi pada kategori setuju dan sangat setuju, sehingga variasi antarresponden rendah. Ketiga, dalam hotel berukuran relatif kecil, kepemimpinan dapat bekerja melalui budaya dan komunikasi. Artinya, pengaruh pimpinan mungkin baru tampak ketika diwujudkan dalam standar kerja bersama, koordinasi, dan kebiasaan pelayanan. Hasil ini berbeda dari Bahri (2020), Erlangga (2021), serta Wijaya dan Dameria (2024) yang menemukan pengaruh signifikan, tetapi

mendukung pandangan bahwa efektivitas kepemimpinan bergantung pada konteks dan mekanisme organisasi.

4.3. Pengaruh Budaya Organisasi terhadap Kinerja Karyawan

Budaya organisasi memiliki koefisien positif sebesar 0,289, tetapi pengaruhnya tidak signifikan (p = 0,191), sehingga H2 tidak didukung. Penilaian responden terhadap inovasi, perhatian detail, orientasi tim, dan kecepatan kerja relatif tinggi, namun belum menunjukkan perbedaan yang cukup besar untuk menjelaskan variasi kinerja secara parsial.

Dalam konteks hotel, nilai budaya hanya berdampak apabila diterjemahkan ke dalam perilaku operasional yang konsisten. Budaya pelayanan yang menekankan kebutuhan tamu, misalnya, perlu didukung SOP yang jelas, keteladanan pimpinan, mekanisme koordinasi antardepartemen, dan evaluasi pelayanan. Tanpa proses internalisasi tersebut, budaya cenderung berhenti sebagai persepsi normatif. Temuan ini menunjukkan bahwa budaya organisasi tidak dapat dipisahkan dari kepemimpinan dan komunikasi. Hasil tersebut sejalan dengan penelitian yang melaporkan pengaruh tidak signifikan pada konteks tertentu, tetapi berbeda dari Nazhar Firmansyah (2022) dan Simbolon dan Si (2023) yang menemukan hubungan positif signifikan.

4.4. Pengaruh Komunikasi terhadap Kinerja Karyawan

Komunikasi memiliki koefisien positif sebesar 0,077 dengan p = 0,748. H3 tidak didukung karena pengaruh parsial komunikasi sangat kecil dan tidak signifikan. Secara deskriptif, komunikasi dinilai sangat baik, tetapi tingginya keseragaman jawaban dapat menyebabkan variabel ini tidak mampu membedakan tingkat kinerja antarresponden.

Temuan ini juga menunjukkan bahwa kualitas komunikasi tidak hanya bergantung pada kesopanan atau kemampuan memahami pesan, tetapi pada ketepatan isi, waktu penyampaian, saluran yang digunakan, dokumentasi, dan tindak lanjut. Persoalan operasional yang ditemukan dalam konteks hotel—seperti perubahan pesanan mendadak, ketidaksesuaian informasi antardepartemen, dan keterlambatan layanan—membutuhkan sistem komunikasi formal. Briefing rutin, logbook serah terima, grup koordinasi yang terstruktur, serta prosedur eskalasi masalah dapat menjadikan komunikasi lebih berdampak terhadap kinerja. Hasil penelitian ini berbeda dari Sinaga (2020) dan Mawardiningtyas et al. (2024), yang menunjukkan bahwa komunikasi berpengaruh terhadap kinerja.

4.5. Pengaruh Simultan Kepemimpinan, Budaya Organisasi, dan Komunikasi

H4 didukung karena ketiga variabel secara simultan berpengaruh signifikan terhadap kinerja. Pola ini penting: tidak satu pun prediktor signifikan secara parsial, tetapi model secara keseluruhan signifikan. Secara substantif, hasil tersebut menunjukkan bahwa kinerja karyawan hotel muncul dari kombinasi faktor organisasi, bukan dari satu faktor yang bekerja sendiri.

Kepemimpinan menetapkan arah dan prioritas, budaya memperkuat standar perilaku, sedangkan komunikasi menghubungkan arahan dan nilai tersebut dengan pelaksanaan pekerjaan. Ketika ketiganya berjalan selaras, karyawan memperoleh kejelasan tujuan, pemahaman standar layanan, serta dukungan koordinasi. Sebaliknya, peningkatan satu aspek tanpa memperbaiki aspek lain dapat menghasilkan perubahan yang terbatas. Temuan ini menegaskan perlunya pendekatan sistem dalam pengelolaan sumber daya manusia di hotel lokal.

5. CONCLUSIONS

The study concluded that leadership, organizational culture, and communication have a positive relationship with employee performance, but none of them has a significant partial effect. Collectively, these three variables have a significant effect on employee performance at De Baghraf Hotel. The model explains 36.8% of the variation in performance, with an Adjusted R^2 of 30.0%.

The main finding of the study is that employee performance is best explained through the integration of leadership, organizational culture, and communication. In service organizations, it is not enough for leaders to simply provide direction; that direction must be translated into service values and conveyed through a clear communication system. A healthy culture also requires leadership by example, coordination, and reinforcement through work routines.

From a managerial perspective, De Baghraf Hotel is advised to implement briefings at the beginning and end of each shift, create a logbook for interdepartmental handoffs, establish a matrix of responsibilities for each type of service, clarify complaint escalation procedures, and conduct periodic cross-departmental service evaluations. Management needs to provide performance-indicator-based feedback, create opportunities for employees to share ideas, and ensure that service standards are uniformly understood by the front office, housekeeping, food and beverage, and support units.

This study has limitations, including a small sample size, a single research subject, a cross-sectional design, and the use of a self-report questionnaire. Future research could involve multiple hotels, increase the sample size, use objective performance data and supervisor evaluations, and include variables such as job satisfaction, motivation, employee engagement, workload, and the quality of the work environment. Mediation or moderation models could also be used to explain how leadership, culture, and communication influence performance.

Publication Ethics

Author contributions: The author designed the study, collected data, analyzed the results, and wrote the manuscript. The status and order of co-authors must be confirmed based on their actual contributions before the manuscript is submitted.

Conflict of interest: The author declares that there are no conflicts of interest affecting this study.

Funding: This research did not receive external funding specifically intended for this publication.

Data availability: Research data are available from the authors and may be provided for academic verification purposes while respecting respondent confidentiality.

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6. Illustrations

All figures should be numbered with Arabic numerals (1,2,3,….). Every figure should have a caption. All photographs, schemas, graphs and diagrams are to be referred to as figures. Line drawings should be good quality scans or true electronic output. Low-quality scans are not acceptable. Figures must be embedded into the text and not supplied separately. In MS word input the figures must be properly coded. Preferred format of figures are PNG, JPEG, GIF etc. Lettering and symbols should be clearly defined either in the caption or in a legend provided as part of the figure. Figures should be placed at the top or bottom of a page wherever possible, as close as possible to the first reference to them in the paper. Please ensure that all the figures are of 300 DPI resolutions as this will facilitate good output.

Authors should try to make economical use of the space on the page; for example:

- avoid excessively large white space borders around your graphics;
- try to design illustrations that make good use of the available space—avoid unnecessarily large amounts of white space within the graphic;

The figure number and caption should be typed below the illustration in 8 pt and left justified [***Note:*** one-line captions of length less than column width (or full typesetting width or oblong) centered], see Figure 1. For more guidelines and information to help you submit high quality artwork. Artwork has no text along the side of it in the main body of the text. However, if two images fit next to each other, these may be placed next to each other to save space. For example, see Figure 2. Avoid using long caption for picture. Each picture ust be using no more than six word. We suggest that you use a text box to insert a graphic (which is ideally a 300 dpi resolution TIFF or EPS file with all fonts embedded) because this method is somewhat more stable than directly inserting a picture.

To have non-visible rules on your frame, use the MSWord “Format” pull-down menu, select Text Box > Colors and Lines to choose No Fill and No Line. As an example, write the quantity “Magnetization,” or “Magnetization, M,” not just “M.” If including units in the label, present them within parentheses. Do not label axes only with units. In the example, write “Magnetization (A/m)” or “Magnetization (A (m(1),” not just “A/m.” Do not label axes with a ratio of quantities and units. For example, write “Temperature (K),” not “Temperature/K.”

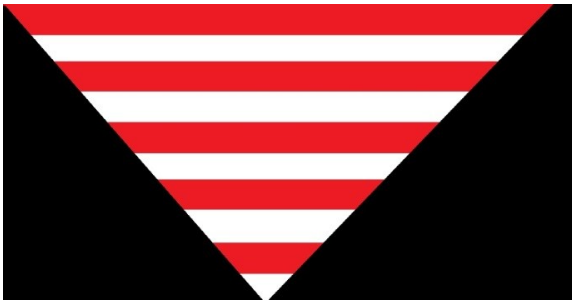


Figure 1. Caption Centered

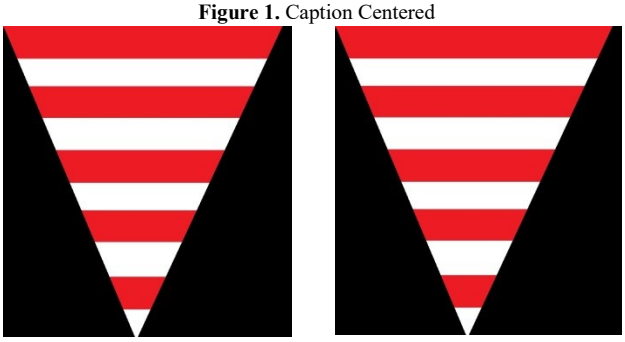


Figure 2. (a) first picture; **(b)** second picture.

7. Equations

Equations and formulae should be typed in Mathtype, and numbered consecutively with Arabic numerals in parentheses on the right hand side of the page (if referred to explicitly in the text). They should also be separated from the surrounding text by one space.

$$\rho = \frac{\vec{E}}{J_C\left(T = \text{const.}\right)\cdot\left(P\cdot\left(\frac{\vec{E}}{E_C}\right)^m + \left(1-P\right)\right)} \tag{1}$$

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Appendix A. An example appendix

Technical detail that it is necessary to include, but that interrupts the flow of the article, may be consigned to an appendix. Any appendices should be included at the end of the main text of the paper, after the acknowledgments section (if any) but before the reference list. If there are two or more appendices they should be called appendix A, appendix B, etc. Numbered equations should be in the form (A.1), (A.2), etc, figures should appear as figure A1, figure B1, etc and tables as table A1, table B1, etc.

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