

# THE EFFECT OF AUTOCRATIC LEADERSHIP STYLES ON EMPLOYEE'S PERFORMANCE: THE CASE OF GRAND HYATT BALI HOTEL, NUSA DUA BALI

*by Irene Hanna H Sihombing*

---

**Submission date:** 26-Jun-2023 10:03PM (UTC+0700)

**Submission ID:** 2122984918

**File name:** ERFOMANCE\_THE\_CASE\_OF\_GRAND\_HYATT\_BALI\_HOTEL,\_NUSA\_DUA\_BALI.pdf (463.24K)

**Word count:** 3978

**Character count:** 22370



**THE EFFECT OF AUTOCRATIC LEADERSHIP STYLES ON EMPLOYEE'S  
PERFORMANCE: THE CASE OF GRAND HYATT BALI HOTEL, NUSA DUA BALI**

**<sup>1</sup>Dewa Ayu Manik Trisnawati, <sup>2</sup>Irene Hanna H. Sihombing, <sup>3</sup>I Nyoman Sukana Sabudi**

**Politeknik Pariwisata Bali**

<sup>1</sup>[manik.trisnawati12@gmail.com](mailto:manik.trisnawati12@gmail.com), <sup>2</sup>[irenesihombing@ppb.ac.id](mailto:irenesihombing@ppb.ac.id), <sup>3</sup>[sukanasabudi@ppb.ac.id](mailto:sukanasabudi@ppb.ac.id),

**Abstact**

**Purpose:** Human resource is one of the important factors to determine the success of an organization. Companies need potential and quality human resources so that employee performance can be created optimally. One of the interesting factors that influence the employee performance phenomenon is the autocratic leadership style. Unsuitable autocratic leadership style will have an impact on reducing employee performance. This study aims to determine the effect of autocratic leadership style on employee performance.

**Methodology:** This study uses primary data obtained from distributing questionnaires distributed to respondents, namely employees of the Grand Hyatt Bali. The sampling technique used for this study was the stratified random sampling technique or random sampling and obtained a sample of 88 people. The data collection techniques used were questionnaires, documentation, observation, and interviews. The data analysis technique used is simple linear regression analysis to determine the effect of variable X on variable Y, analysis of the coefficient of determination (R<sup>2</sup>) to determine the percentage of influence of variable X on variable Y.

**Findings:** The results of this study indicate that the effect of autocratic leadership style on performance has a weak effect on employee performance. From the results of simple linear regression analysis obtained  $Y = 13.664 + 0.321 X$ . This shows that the autocratic leadership style has a positive effect on employee performance. The results of the determination analysis show that the employee's performance is influenced by the leadership style of 20.3% which means low.

**Limitation:** Future research need to find other factors that influence employee performance

**Contribution:** The management of the hotel have to pay attention to their leadership style, as it will influence the employee performance. The relationship between the leader and the subordinates are important in order to achieve the company objectives. Leaders further improve the two-way communication system so that the relationship between leaders and subordinates is more harmonious. Creating good cooperation between leaders and subordinates without distance and pressure felt by subordinates. Every problem that occurs in the field is expected to be resolved properly without compromising the rights and obligations between the company and employees.

**Keywords:** *leadership, autocratic leadership style, performance, employee, hotel*



## 1. Introduction

Human resource is one of the important factors to determine the success of an organization. A company needs quality human resources in order to achieve the expected goals (Ambarwati, 2015). The company expects to have workers who can support the company's activities and be profitable for the company. Workers who really fit the company's needs are certainly not easy to find. Each of each worker has a different influence on company activities.

Employees play an important role in carrying out all company activities in order to develop and maintain the survival of the company. Reliable human resources need good management so that employee performance can be created optimally. The achievement of company goals is influenced by the performance of the employees of the company itself. Companies need potential and quality human resources. Workers who work in accordance with their functions will support the achievement of the company's goals (Ambarwati, 2015).

Optimal performance is in accordance with organizational standards and supports the achievement of organizational goals. A good organization is an organization that seeks to improve the capabilities of its human resources, because this is a key factor in improving employee performance (Nimpuno, 2015). Employee performance can experience a decline due to discomfort at work, minimal wages, inadequate ability or expertise and dissatisfaction at work (Nurwijayanti et al., 2019). There are negative factors that can reduce employee performance, including decreased employee desire to achieve work performance, lack of timeliness in completing work so that they do not comply with regulations, influence that comes from their environment, coworkers who also decline in enthusiasm and there are no examples that must used as a reference in achieving good work performance (Tampi, 2014).

Based on the table above, it shows evidence that Grand Hyatt Bali has the lowest level of performance compared to Grand Hyatt properties in other countries. This can be seen from the percentage of employee performance at Grand Hyatt Bali of 60.0%, while the performance of other Grand Hyatt employees is above 60.0%. The percentage is obtained from the performance data of Grand Hyatt employees who are accessed through Medallia. Medallia is a system or application used by Grand Hyatt to find out direct customer opinions. The percentage of employee performance can be seen from the guest assessment results which are then inputted through Medallia, the percentage of employee performance at the hotel will be obtained. Employee performance appraisal in the form of service to guests, employee response to guests, and the check-in process.

Employee performance can also be seen from the level of employee absence each month. Discipline is an operative function of human resource management that is most important, because the better employee discipline the higher employee performance they can achieve (Sitompul, 2017).

The level of employee absenteeism for no reason is increasing every month, this proves the lack of work discipline from employees which causes employee performance to decline. In July, 2% of employees were absent without reason and in December it was 10%. The percentage of tardy employees increases every month, where in July it was 3% and in December it was 8%.



Low employee performance based on timeliness indicators can be seen from the actions of employees who are often late for work so that the production process is disrupted. Pratama & Fakri (2017) stated that attendance is a form of disciplinary violation caused by the low responsibility of employees, because they are unable to control themselves on seasonal events that are considered good.

With regard to leadership style and also its effect on employee performance, the two components are related to one another, and vice versa. Employees consider that good leadership in the company will make them motivated and motivated to achieve company goals. Leaders also play an active role in increasing employee motivation to improve performance so that the company's goals can be achieved effectively and efficiently (Siswanto & Hamid, 2017).

In fact, the system that has been implemented at the Grand Hyatt Bali is not in accordance with the expectations of its employees. This can be seen from the decline in employee performance. An effective leadership style that is in accordance with the situations and conditions of the people being led is needed to increase the morale and enthusiasm of employees, so that company goals can be achieved.

The leadership style at the Grand Hyatt Bali tends to be autocratic. This can be seen from the results of observations and interviews that have been conducted with employees, such as a lack of communication between leaders and subordinates, in other words, leaders and subordinates rarely ask questions about work that has not been completed or that has not been done. Employees complain about leaders who do not respect their subordinates, leaders take too much decisions on their own, leaders too force their subordinates to do a lot of work, so that these things make employees feel uncomfortable and awkward to their superiors or leaders.

Research from Prasetyo (2018: 12) proves that autocratic leadership style has a positive and significant effect on employee performance, or in other words, if the leadership style is good, employee performance increases. This significant effect indicates that the autocratic leadership style has a significant effect on employee performance.

Research from Saifulah (2012), Siska Ari Purwanti (2015) and Mar'ah Dwi Noor Laili (2016) where the results show that the independent variable consisting of autocratic leadership style has a significant effect on employee performance, namely one of the factors that affect employee performance is leadership, where the role of the leader must be able and able to play its role in an organization, the leader must be able to recognize the potential that exists in him and make use of it in the organizational unit.

Research from Sukrispiyanto and Suwignyo (2017) also found that autocratic leadership styles have the smallest regression coefficients on employee performance compared to democratic leadership styles and laissez faire leadership styles. The results of this study illustrate that the autocratic leadership style gives the smallest contribution in employee performance achievement. Based on these facts, the researcher wants to conduct further research to see whether there is an influence between autocratic leadership styles on employee performance at the Grand Hyatt Bali.



## 2. Literature Review and hypotheses development

### 2.1 Autocratic Leadership Style

Autocratic leadership style describes leaders who tend to focus power on themselves, dictate how tasks should be completed, make decisions unilaterally, and minimize employee participation (Robbins and Coulter, 2010). According to Rivai (2012), autocratic leadership is a leadership style that uses a power approach method in reaching decisions and developing its structure, so that power benefits the most in the organization. According to Hasibuan (2010), autocratic leadership is if most of the power or authority remains in the leadership or if the leadership is a centralized system of authority. Policy decision-making is only determined by the leadership, subordinates are not included to provide suggestions, ideas, and considerations in the decision-making process. According to Kreitner in Tobing (2011) indicators of autocratic leadership style are as follows:

- Forcing the will on subordinates  
The leader gives orders with an element of coercion to his subordinates, so that his subordinates feel overwhelmed and unable to complete their work optimally.
- Rarely coordinate with subordinates  
Leaders do not want to accept opinions, criticism, or suggestions from their subordinates in making decisions, and lack coordination in solving problems.
- Force the target of completing the task  
The leader determines his own deadline for completing the task regardless of the situation and conditions in the company.
- Lack of attention to subordinates  
The leader identifies personal goals with organizational goals or considers subordinates as a tool, such as if the leader has personal affairs then the affairs in the company are transferred to his subordinates.
- Decisions are taken in a centralized manner  
Leaders decide actions centrally, in other words, leaders in making decisions are always based on their own decisions.

### 2.2 Employee Performance

Performance is defined as the results achieved from actions with the skills of employees who appear in several situations (Prasetya & Kato, 2011). According to Edison et al., (2016) performance is the result of a process that is referred to and measured over a certain period of time based on predetermined terms or agreements. According to Hasibuan (2010: 34) work performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and seriousness and time. According to Mathis and Jackson in Tobing (2011), performance measurement is basically based on the following 5 points:

- Quantity  
It is the amount generated, expressed in terms such as the number of units, the number of activity cycles the employee completes, and the number of activities generated.
- Quality  
Work quality is measured by employees' perceptions of the quality of work produced and the perfection of tasks on employee skills and abilities.



- On time  
Timeliness is measured from employees' perceptions of an activity completed at the beginning of time until it becomes output.
- Attitude of Employees  
Patience of employees in the work environment in the company in dealing with all situations that all affect the employee's performance.
- Ability to work together  
The ability to work together is the ability of a workforce to cooperate with others in completing a predetermined task and job so as to achieve maximum effectiveness and efficiency.

### 3. Research Methodology

This research is classified into associative research, which examines the effect of autocratic leadership style on employee performance. The population in this study were all employees at the Grand Hyatt Bali, totaling 705 people. The sampling technique in this study used the Slovin formula. Data collection methods used in this study were questionnaires, documentation, observation, and interviews. The data analysis techniques used were validity and reliability tests, simple linear regression analysis, determination test, and T test.

### 4. Results and discussion

#### 4.1 Results

Based on the characteristics of the sex, the characteristics of the respondents were dominated by male respondents as many as 58 respondents with a percentage of 65.9%. There were only 30 female respondents with a percentage of 34.1%. In the educational characteristics, the majority of respondents had Diploma / Bachelor education level, namely 72 people or 81.8%, followed by SMA / SMK education level of 16 respondents or 18.2%. While the characteristics based on age, most respondents were above 47 years as many as 67 people with a percentage of 76.1%, aged 28 - 37 years as many as 6 respondents or 6.8%, and aged 38 - 47 years as many as 5 respondents with a percentage of 5.7%. As well as the characteristics of respondents based on the most respondent departments, namely in the FB Services and Housekeeping department where there were 21 respondents or 23.9%, then followed by FB Product and Front Office with 11 respondents or 12.5%, Spa, Recreation & Fitness as many as 7 respondents or 8.0%, Engineering as many as 6 respondents or by 6.8%, Accounting and HRD, Security as many as 4 respondents or by 4.5%, and the least namely Sales & Marketing as many as 3 respondents or 3.4%. Based on the characteristics of the working period, most respondents worked for > 5 years, as many as 78 respondents or 88.6%, less than 1 year as many as 5 respondents or 5.7% and more than 1 - 5 years as many as 1 respondent or 5, 7%.

Based on the respondent's answer regarding the autocratic leadership style variable at Grand Hyatt Bali, it can be seen that the highest response is in "the lack of attention to subordinates" which is the 4<sup>th</sup> item statement with average value. 3.80 and fall in good category. The lowest respondent's assessment is found on the indicator "imposing the target of completing the task", in the 3<sup>rd</sup> statement item with an average of 3.48 and categorized as good.

Based on the response regarding employee performance variables at Grand Hyatt Bali, the highest assessment is found in "the employee attitude" with the average value of 2.30. The lowest respondent's assessment is on the indicator of "the ability to work together", in the 5<sup>th</sup> statement with an average of 2.06 and categorized as not good.



Based on the research results, the autocratic leadership style at the Grand Hyatt Bali, overall is good. This is obtained from the average value of the respondents' answers to the autocratic leadership style variable is 3.64 which fall in the interval from 3.41 to 4.20 or categorized as "good", while for the employee performance the result is in the unfavorable category with the average value of 2.83. The unfavorable category indicates that the employee performance given by Grand Hyatt Bali, such as work knowledge and work behavior, does not get enough attention, the role of the leader should be able to recognize the potential that exists within the employee and utilize it in the organizational. Research conducted by Prasetyo (2018) reveals that employee performance is less motivated to improve the quality of their work and performance, the relationship between employees and superiors there are still many problems that occur without good resolution and have an impact on decreasing the quality of the quantity of employee performance.

The calculation of simple linear regression analysis shows the results that if the autocratic leadership style in the company is constant ( $X = 0$ ), then the employee performance value is an average of 13,664 and if there is an increase in the change in the value of the autocratic leadership style by one unit it will also be followed by an increase in changes. employee performance value of an average of 0.321. The value between the autocratic leadership style variable on employee performance is 0.451 which is in the interval 0.400-0.599 (Sugiyono, in Arif, 2014). 0.451 means that the relationship that autocratic leadership style has on employee performance is moderate. The influence of giving autocratic leadership style on employee performance is 20.3%, while the remaining 79.7% is influenced by other factors not examined in this study. Based on the results of the interview, the low performance of employees is caused by a lack of communication between the leader and his subordinates. Employees complain about leaders who do not respect their subordinates, leaders take too much decisions on their own, leaders too force their subordinates to do a lot of work, so that these things make employees feel uncomfortable and awkward to their superiors or leaders. The authoritarian attitude of leaders tends to hinder the development of employees' self-potential so that it has a negative impact on productivity and work performance, which in turn will have an impact on efforts to achieve employee performance (Ony, 2019).

The autocratic leadership style variable ( $X$ ) has a positive effect, where for testing the t-count value is 4.687, where this value is greater than the t-table value of 1.988. This research is in line with research (Saifullah, 2017) which proves that there is a positive and significant influence between autocratic leadership styles on employee performance. It can be interpreted that autocratic leadership style is a very influential thing on employee performance, the results of the calculation of the analysis of determination show that the autocratic leadership style variable has an effect of 20.3% on employee performance at Grand Hyatt Bali, while 79.7% is influenced by other factors that are not discussed in this study. This study is in line with research (Prasetyo, 2018) which states that autocratic leadership style affects employee performance.

## 5. Conclusion

Based on the results of the analysis and discussion described in the previous chapter, it can be concluded that Autocratic Leadership style affects employee performance by 20.3%, which is in the category between 20% - 39.9% which means weak. The regression equation  $Y = 13.664$



+ 0.321 X, which means that if the Autocratic Leadership style in the company is constant, the employee performance value is 13.664. If the change in the Autocratic Leadership style value changes by one unit, it will be followed by an increase in the change in the employee's performance score by an average of 0.321. and it can be interpreted that the Autocratic Leadership Style has a small contribution to Employee Performance at the Grand Hyatt Bali and there is a positive influence between Autocratic Leadership Style and Employee Performance.

#### Limitation and study forward

The first limitation is having problems in finding research supporting data because the data is very confidential and the second limitation in distributing questionnaires because during this Covid-19 pandemic many employees were laid off. Further study suggested to include more factors that affected employee's performance especially in other 5-star hotel properties.

#### References

- Abarina, D.H., & Al-Ghoribi, A.S, (2017). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan di Matahari Department Store Tunjungan Plaza Surabaya. *Jurnal Fakultas Ekonomi Universitas Mulawarman*, 7(1).
- Ambarwati, N. (2015). Gaya Kepemimpinan Yang Efektif Dalam Upaya Meningkatkan Kinerja Karyawan pada PT. Sumber Mas Indah Plywood.
- Arif, R.I, (2014). Analisis Persepsi Kepuasan Konsumen Terhadap Kualitas Produk Berbasis *Standard Operating Procedure Di Food And Beverage The Amaroosa Hotel Bandung. Universitas Pendidikan Indonesia.*
- Baihaqi, M.F. (2010). Pengaruh Gaya Kepemimpinan Terhadap Kepuasan Kerja Dan Kinerja dengan Komitmen Organisasi Sebagai Variabel Intervening. *Universitas Diponegoro.*
- Dewi, S.P. (2012) Pengaruh Pengendalian Internal dan Gaya Kepemimpinan Terhadap Kinerja Karyawan SPBU Yogyakarta. *Jurnal Nominal.*
- Jamaludin, A. (2017). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan Pada PT Kaho Indah Citra Garment Jakarta. *Journal of Applied Business and Economics*, 3(3), 161-169.
- Jannah, M.K. (2019). Pengaruh Gaya Kepemimpinan Supervisor dan Lingkungan Kerja Terhadap Kinerja Karyawan. *Jurnal Ilmu Manajemen*, 16(1).
- Juanidi. (2010). Tabel r (Koefisien Korelasi Sederhana).
- Mandang, E.F., Lumanauw, B., & Walangitan, M. (2017). Pengaruh Tingkat Pendidikan Dan Pelatihan Terhadap Kinerja Karyawan Pada PT. Bank Rakyat Indonesia. *Tingkat Pendidikan Dan Pelatihan*, 5(3).
- Murvi, D. (2015). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan The Palais Dago Hotel. *e-Proceeding of Management*, 2(1).
- Nimpuno, G.A. (2015). Pengaruh Disiplin Kerja Dan Gaya Kepemimpinan Terhadap Kinerja Karyawan UD. Pustaka Pelajar Yogyakarta. *Universitas Negeri Yogyakarta.*
- Nurwijayanti., Hamzah, D., & Hamid, N. (2019). Pengaruh Gaya Kepemimpinan dan Lingkungan Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening pada PT. Wedu Kabupaten Merauke. *Hasanuddin Journal of Applied Business and Entrepreneurship*, 2(1).
- Ony, J.G. (2019). Kepemimpinan Otokratis dalam Capaian Kinerja Bisnis (Studi pada Industri Kecil dan Menengah Kuliner Khas Palembang). *Seminar dan Konferensi Nasional IDEC.*





- Pangadiyono, (2018). Analisis Kerjasama Tim dan Budaya Organisasi Terhadap Kinerja Unit Kegiatan Mahasiswa dengan Variabel Intervening Motivasi. *Upajiwa Dewantara*, 2(2).
- Prasetyo, H. (2018). Pengaruh Gaya Kepemimpinan Otokratis Terhadap Kinerja Karyawan Pada PT Sahabana Citra Mandiri di Tenggarong. *eJournal Administrasi Bisnis*, 6(3).
- Pratama, F.P., Fakhri, M. (2017). Pengaruh Gaya Kepemimpinan terhadap Disiplin Kerja Karyawan Pada PT. X. *e-Proceeding of Management*, 4(1), 652.
- Ratnasari, S.L. (2017). Aktualisasi Peran Pemimpin Nasional dalam Pengembangan Sumber Daya Manusia Bidang Pariwisata. *Dimensi*, 6(3), 464-474.
- Riyadi, S. (2011). Pengaruh Kompensasi Finansial, Gaya Kepemimpinan dan Motivasi Kerja terhadap Kinerja Karyawan pada Perusahaan Manufaktur di Jawa Timur. *Jurnal Manajemen dan Kewirausahaan*, 13(1), 40-45.
- Ruslan, R. (2014). Pengaruh Gaya Kepemimpinan Otokratis, Demokratis, dan Bebas Terhadap Kepuasan Kerja Karyawan Pada Kantor Pusat PT. Bank Sulselbar Makassar. *Universitas Hasanuddin Makassar*.
- Siswanto, R.D., & Hamid, D. (2017). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan PT Freeport Indonesia. *Jurnal Administrasi Bisnis*, 42(1).
- Sitompul, S.S. (2017). Faktor-Faktor Yang Mempengaruhi Kinerja Karyawan Pada PT. Sinco Jaya Abadi. *Journal Of Economic, Business, and Accounting*. 1(1).
- Sugiyono. (2008). Pendekatan Kuantitatif, Kualitatif dan R&D. Bandung: Alfabeta.
- Sugiyono. (2015). Metode Penelitian Manajemen. Bandung : Alfabeta
- Sutaryo, K. (2017). The Impact of Leadership Style and Work Environment to Employee's Job Satisfaction with Organizational Culture as Moderating Variable at Balai Kesehatan Penerbangan Jakarta. *Jurnal Riset Manajemen Sains Indonesia*, 8(1).
- Talitha, S. (2017). Implikasi *Leadership Style* dan *Gender* Terhadap Kinerja Pada *Family Business*. *Jurnal Ilmiah Mahasiswa Universitas Surabaya*, 8(2).
- Tampi, B.J. (2014). Pengaruh Gaya Kepemimpinan dan Motivasi Terhadap Kinerja Karyawan pada PT Bank Negara Indonesia, TBK. *Jurnal Acta Diurna*, 3(4).
- Tobing, A.P. (2011). Pengaruh Gaya Kepemimpinan dan Komunikasi Terhadap Kinerja Karyawan Pada Cherry Hotel Group Medan. *Universitas Sumatera Utara*.
- Usman, Husaini. (2007). Faktor-Faktor yang Mempengaruhi Perilaku Kepala Sekolah. *Jurnal Tenaga Kependidikan*, 2(3).
- Wijayanti, D.W. (2012). Pengaruh Kepemimpinan dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. Daya Anugerah Semesta Semarang. *Universitas Negeri Semarang*.
- Yulianita, A. (2017). Pengaruh Gaya Kepemimpinan Dan Motivasi Terhadap Kinerja Karyawan CV. Ciptoa Nusa Sidoarjo. *Universitas Muhammadiyah Sidoarjo*.

# THE EFFECT OF AUTOCRATIC LEADERSHIP STYLES ON EMPLOYEE'S PERFORMANACE: THE CASE OF GRAND HYATT BALI HOTEL, NUSA DUA BALI

---

ORIGINALITY REPORT

---

**18%**  
SIMILARITY INDEX

**12%**  
INTERNET SOURCES

**5%**  
PUBLICATIONS

**10%**  
STUDENT PAPERS

---

MATCH ALL SOURCES (ONLY SELECTED SOURCE PRINTED)

---

1%  
★ lib.ui.ac.id  
Internet Source

---

Exclude quotes Off  
Exclude bibliography Off

Exclude matches Off