

Analysis of The Influence of Leadership Style on Job Achievement at Madani Syariah Medan Hotel with Motivation as Intervening Variable

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Abstract—Hotel Madani Syariah is one of the hotels that uses management principles based on sharia. In the management aspect, the organization has the principle of mutual benefit between the leader and the led. This study aims to determine the performance of employees at the Madani Syariah Hotel Medan. Leaders have the right to be obeyed as long as they do not violate the Shari'a, as well as employees have the right to be prospered with compensation according to their field of work. Employees as important assets in the success of the company must be maintained and maintained like company assets. Human resources are the main factor that is very important for an organization. Human resources cannot be separated from the process of how to achieve organizational goals and human resources can support the achievement of these goals cannot be separated from how the leadership style is applied to create employee motivation and produce good work performance. The conclusion in this research are the leadership style applied by the manager of Hotel Madani Syariah Medan tends to be a leadership style called the inviting leader as well, with high motivation and achievement of employees. As for the advice, the direct supervisor of Hotel Madani Syariah Medan should pay more attention to the feelings of subordinates in actions and actions.

Keywords—Leadership Style, Work Motivation, Work Achievement, Performance

I. INTRODUCTION

To achieve a company's goals, the alignment of human resources and objectives must be considered. How the management of human resources supports the achievement of the company's targets cannot be separated from the influence of the leaders in the company. Leaders must be able to give good influence to human resources both for individuals and for task completion. A leader cannot be separated from the applied leadership style. The leadership style essentially aims to encourage employee work motivation, employee achievement, and high employee work productivity, in order to achieve maximum organizational goals (Rivai, 2014). Good influence in the application of leadership style will have an impact on employee motivation in completing tasks and in achieving company goals.

Motivation can be said as a driving force from within and within the subject to carry out certain activities in order to achieve a goal. Even motivation can be interpreted as an internal condition (preparedness). Starting from the word

"motive", then motivation can be interpreted as a driving force that has become active. The motives become active at certain times, especially when the need to achieve goals is felt/urgent. In this case the better the leadership style in a company with the support of good motivation, the employee's work achievement also increases so as to achieve the goals desired by the company (Robinnis, 2006:238). Work achievement is defined as a person's success in carrying out a job and is the result to be achieved by someone according to the size applicable to the job in question. In general, work performance is influenced by two things, namely individual factors and situational factors (Daft, 2006: 371).

Work achievement is an evaluation of the work carried out through direct superiors, co-workers, oneself or direct subordinates. To get work achievement in a company, motivation and support from the company's leadership style in the workplace must be needed. To get the job achievement is not easy employee must show the best ability to corporate leaders, then with the style of good leadership in leading companies with good support to employees result is a good achievement and in accordance with the objectives desired by these companies (Simamora, 2014 :339).

Hotel Madani Syariah is one of the hotels that uses management principles based on sharia. In the management aspect, the organization has the principle of mutual benefit between the leader and the led. Leaders have the right to be obeyed as long as they do not violate the Shari'a, as well as employees have the right to be prospered with compensation according to their field of work. Employees as important assets in the success of the company must be maintained and maintained like company assets. Human resources are the main factor that is very important for an organization. Human resources cannot be separated from the process of how to achieve organizational goals and human resources can support the achievement of these goals cannot be separated from how the leadership style is applied to create employee motivation and produce good work achievement (Mathis and Jackson, 2006: 3).

In this chapter the author will analyze the research data with the aim of knowing how the relationship between leadership style, motivation and employee achievement is. The research data were obtained by distributing questionnaires to non-managerial permanent employees at

Madani Syariah Hotel Medan. An initial survey on employee Syariah Hotel Madani Medan in January 2021, the result of data with the number of employees as much as 52 men and women who work at the hotel. The results of interviews with employees as many as 10 people consisting of 7 men and 3 women about leadership style, motivation and employee achievement. Employees stated that they were not satisfied with the leadership style carried out by the hotel because the leader rarely came to visit the hotel and chat with the hotel employees, but employees were motivated to work at the hotel because these employees had to earn a living for their families and employees also had to demonstrate their work achievement so that the employee can be promoted.

Based on the background of the problem employee performance is not optimal, a research will be conducted on the influence of leadership style on employee achievement at Madani Syariah Hotel Medan with motivation as an intervening variable.

The framework of thought is a conceptual model of how the theoretical basis that has been described relates logically to various factors identified as important problems (Sekaran, 2006). A good model can explain the relationship between research variables, namely independent variables and dependent variables (Ferdinand, 2006). The following is the research design (framework) of this study.

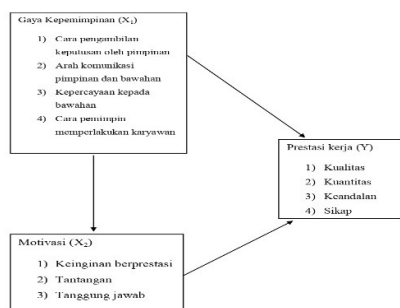


Fig. 1. The framework

II. RESEARCH METHODS

A. Research Type

Type of research in this study is research quantitative descriptive, the study aimed to describe the state of an independent variable (Sugiyono, 2007). Approach to research through surveys, research survey is an investigation conducted research to get the facts of the existing symptoms and seek factual information to get to the truth (Sinuli n gga, 2011).

B. Population

The population in this study were employees working at the Madani Syariah Hotel during the research period, the number of employees working until April 30, 2021 was 110 employees. The type of sample used is a saturated sample, or the entire population in this study. Based on expert opinion as proposed by Gay in Hasan (2014) "The minimum sample size acceptable can be seen based on the design or the research methods used. If the research design is descriptive, then the minimum sample is 30".

C. Flowchart Research

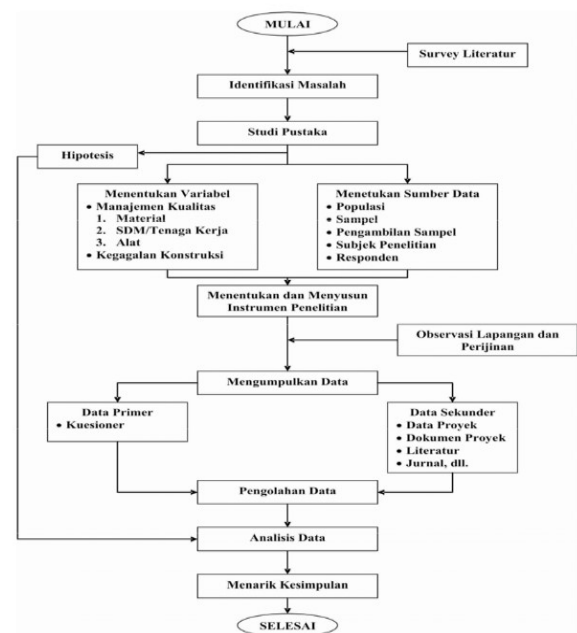


Fig. 2. Flowchart

The research stages are described in general as follows:

- Literature Survey

This stage is collecting literature and information related to the research title.

- Identification of problems

Identify what problems will be discussed related to quality management and construction failure based on the literature and information that has been obtained.

- Literature review

Studying the literature that will be used as a theoretical study in this research.

- Hypothesis

The initial question raised is whether there is a relationship between quality management and construction failure and how big the relationship is.

- Determining Variables and Data Sources

Determine the variables of quality management and construction failure with management aspects constrained, namely human resources, materials and equipment. Then determine what kind of data is needed based on the population, sample and sampling method. Then determine the research subjects and respondents.

- Determine and Develop Research Instruments (Questionnaire)

This stage is the determination of the research instrument by using a questionnaire. The preparation of this questionnaire is divided into 4 parts, namely the identity of the data source, qualitative, quantitative and essays. Then compiled in a google form to be distributed online.

- Field Observation and Licensing

Field observations were carried out with resource persons, namely employees of Hotel Madani Syariah Medan.

- Collecting data

Distribute questionnaires to respondents. This is done in conjunction with observation and licensing to save time, cost and effort.

- Data processing

Data processing consisted of giving variable codes, tabulations, calculations using the SPSS version 24 program and then a second tabulation were carried out.

- Data analysis

Analyze the results of data processing based on the results of research and existing theories.

- Draw a conclusion

Conclusions are drawn based on data analysis and checked whether they are in accordance with the aims and objectives of the study.

D. Data Analysis

The data analysis carried out in this study is path analysis, the intervening variable which is an intermediate variable that functions to connect the independent variable with the dependent variable. The research path diagram is described in Figure 3.

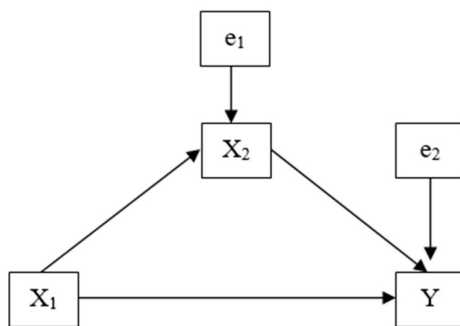


Fig. 3. Research Path Diagram

Description :

X 1 = Leadership Style

X 2 = Motivation

Y = Work Performance

Based on Fig. 3 the path analysis model can be explained, that leadership style can have a direct effect on work performance, but can also have an indirect effect, namely through the motivation variable first. To test the intervening variables used path analysis.

III. RESULTS AND DISCUSSION

A. Research Result

This research was conducted during July 2021. In this study, the data used were 32 employees at Madani Syariah Hotel Medan. The questionnaire consists of 3 groups of statements, namely group I to obtain data on leadership style, group II to obtain data on motivation and group III to obtain

data on employee performance which is filled out by the direct supervisor.

1) Characteristics of Respondents

a) Gender

The table below shows the gender composition of Hotel Madani Syariah Medan employees.

TABLE I. GENDER FREQUENCY DISTRIBUTION OF EMPLOYEES WORKING AT HOTEL MADANI SYARIAH MEDAN

No	Gender	Frequency	Percentage
1	Men	15	46,9
2	Women	17	53,1
	Total	32	100

From the table above, it can be seen that of the 32 respondents, most of the respondents were 17 women (53.1%), while 15 men (46.9%).

b) Age

The table below shows the age composition of Hotel Madani Syariah Medan employees.

TABLE II. AGE FREQUENCY DISTRIBUTION OF EMPLOYEES WORKING AT HOTEL MADANI SYARIAH MEDAN

No	Age	Frequency	Percentage
1	20-29 YEARS	17	53.1
2	30-39 YEARS	10	31.2
3	>40 YEARS	5	15.7
	Total	32	100

c) Marital Status

The table below shows the composition of employee status at Madani Syariah Hotel Medan.

TABLE III. FREQUENCY DISTRIBUTION OF MARITAL STATUS OF EMPLOYEES WHO WORK AT HOTEL MADANI SYARIAH MEDAN

No	Status	Frequency	Percentage
1	Marry	12	37.5
2	Not Married	20	62.5
	Total	32	100

From the table above, it can be seen that of the 32 respondents, most of the respondents were unmarried as many as 20 people (62.5%), while as many as 12 (37.5%) were married.

d) Last Education

The table below shows the composition of the last education of Hotel Madani Syariah Medan employees.

TABLE IV. DISTRIBUTION OF THE FREQUENCY OF THE LAST EDUCATION OF EMPLOYEES WORKING AT MADANI SYARIAH HOTEL MEDAN

No	Last Education	Frequency	Percentage
1	Junior High School	5	15.7

2	Senior High School	10	31.2
3	College	27	53.1
	Total	32	100

From the table above, it can be seen that of the 32 respondents, most of the respondents had tertiary education as many as 17 people (53.1%), while a small portion had junior high school education as many as 5 (15.7%).

2) Data Description

a) Leadership style

The author calculates the total value of the group I questionnaire to answer the first problem, namely what is the leadership style of Hotel Madani Syariah Medan. After knowing the total value of the group I questionnaire, the author entered the total score of the respondents into the table of types of leadership styles studied. The value of the questionnaire is known by dividing it into 4 class scales of leadership style on a data scale of 1-4.

Where 1 shows that the leadership style used is absolute mastery which in absolute control the leader gives full guidance and strict supervision of employees with the assumption that the best way to motivate employees is to give fear, threats, and punishment. While the grade 4 scale is an inviting leadership style and which this leadership style aims to make the organization run well through the real participation of employees.

The leadership style data scale is as follows:

TABLE V. DISTRIBUTION OF THE FREQUENCY OF THE LAST EDUCATION OF EMPLOYEES WORKING AT MADANI SYARIAH HOTEL MEDAN

Data Scale	Class	Category
1	1-1.99	Absolute Master
2	2-2.99	Semi-Absolute Mastery
3	3-3.99	Leadership Advisor
4	04-May	Participants

(Source: Results of Primary Data Processing, 2021)

b) Employee motivation

The author calculates the total value of the group II questionnaire to answer the second problem, namely how high the motivation of the employees of Hotel Madani Syariah Medan is. The author includes the total score of respondents in the employee motivation table at Madani Syariah Hotel Medan under study. The value of the questionnaire is known by observing the Likert scale as follows:

TABLE VI. MOTIVATION SCALE TABLE

Data Scale	Class	Category
1	1-2.32	Low Motivation
2	2.23-3.65	Medium Motivation
3	3.66-5	High Motivation

(Source: Results of Primary Data Processing, 2021)

c) To determine the level of employee achievement, the group III questionnaire was used. The first step is to calculate each item with a Likert scale, then calculate the total value of the questionnaire. The author includes the total score of respondents in the table of employee achievement at the Madani Syariah Hotel Medan under study. The value of the questionnaire is known by paying attention to the Likert scale as follows:

TABLE VII. WORK PERFORMANCE SCALE TABLE

Data Scale	Class	Category
1	1-1, 7	Very Low
2	1.8-2.5	Low
3	2.6-3.3	Currently
4	3.4-4.1	Tall
5	4.2-5	Very High

(Source: Results of Primary Data Processing, 2021)

3) Data Analysis

a) Validity test results

Validity testing was conducted to determine whether the questionnaire used was valid or not to be used as a research questionnaire. Validity testing is carried out using Product Moment (corrected item-total correlation) in the SPSS program. The questionnaire is said to be valid if the corrected item-total correlation $> r$ table. Testing the group I questionnaire, consisting of 4 indicators and 12 statement items, the indicators are the way of making decisions of the leader which consists of 3 statements, The direction of communication between leaders and subordinates consists of 3 statements, Trust in subordinates consists of 3 statements, The way the leader treats employees consists of 3 statements. By using the product moment formula, at a significant level (a) of 5% and degrees of freedom (df) $N-2 = 30$. The results of the validity test can be seen in the table:

TABLE VIII. THE RESULTS OF THE LEADERSHIP STYLE VALIDITY TEST AT THE MADANI SYARIAH HOTEL MEDAN

Item No	Variable	rcount	rtable 5% Df= N-2	Status
1	How to make decisions by leaders	0.316	0.3	valid
2	How to make decisions by leaders	0.606	0.3	valid
3	How to make decisions by leaders	0.391	0.3	valid
4	Direction of leader and subordinate communication	0.394	0.3	valid
5	Direction of leader and subordinate communication	0.52	0.3	valid
6	Direction of leader and subordinate communication	0.43	0.3	valid
7	Trust in subordinates	0.333	0.3	valid
8	Trust in subordinates	0.38	0.3	valid
9	Trust in subordinates	0.444	0.3	valid
10	How leaders treat employees	0.422	0.3	valid

11	How leaders treat employees	0.48	0.3	valid
12	How leaders treat employees	0.338	0.3	valid

The product moment correlation for items 1-12 is greater than r table 5% = 0.30, then the questionnaire items 1-12 are declared valid for use in the study.

B. Discussion

Discussion of the results of data analysis has been processed.

1) Medani Syariah Madani Hotel Leadership Style

From the results of the study, it can be seen that the average leadership style score is 4.06 with an interval class of 4-5 is the inviting leadership style as well. In making decisions, the head of Hotel Madani Syariah Medan provides opportunities for employees to express their opinions. Opinions that have been expressed by employees will be input for decision making by the head of Hotel Jentra Dagen. Good communication between superiors and subordinates applied by Hotel Madani Syariah Medan is that the leader when meeting with subordinates always greets, as well as superiors to subordinates who have good relationships so that in dealing with problems they can be resolved properly. Trust from superiors to subordinates is implemented by Hotel Madani Syariah Medan so that employees can complete their tasks in their own way and believe in the results they are doing. Leaders and superiors of Hotel Madani Syariah Medan always regard employees as co-workers, not as machines that are only ordered to. And always pay attention to the feelings of employees in acting, and provide tolerance for small problems that arise generated by employees.

2) Motivation of Medan Islamic Madani Hotel Employees

Based on the results of the research conducted, it can be seen that the average score of the questionnaire is 4.26, the average is in the high motivation group with a high score of 3.66-5. From the results of the above calculations, it is concluded that the motivation of the employees of Madani Syariah Hotel Medan is high. Employees who have the high work motivation tend to have a high desire for achievement. Employees with a high desire for achievement tend to want to have a better performance than the previous one.

Employees with high motivation have a desire to always learn new things and like challenges, because with challenges, employees will feel their abilities are honed. Employees with high motivation always carry out their assigned responsibilities well. The greater the responsibility given, the employees will feel challenged to carry out these responsibilities.

3) Employee achievement at Madani Syariah Hotel Medan

From the results of the research conducted, it can be seen that the average score of the questionnaire is 4.26, the average is in the group score of 4.2-5 is very high work performance.

4) Motivation does not mediate the influence of leadership style on employee performance.

The results of this study indicate that motivation does not mediate the influence of leadership style on work achievement, which means that the direct influence of leadership style on work achievement is greater than the indirect effect mediated by motivation, this is evidenced by the direct path coefficient value greater than the indirect path coefficient. directly with motivation as an intervening variable on the influence of leadership style on work achievement with a coefficient of 0.289 obtained from the leadership style variable X motivation, while the coefficient of direct influence of leadership style on work achievement is 0.635.

The thing that causes motivation does not mediate the influence of leadership style on work achievement is natural because employees are required to work in accordance with the SOP (standard operating system) in the company. High or low personal work motivation owned by employees, with SOP employees really have to carry out their duties with applicable SOPs and cannot carry out tasks outside of existing SOPs, which means that employees cannot work outside of existing SOPs and personal motivation is not so applies with the SOP.

C. Achieved Outcomes

1) Research Output

- The output of this study is in accordance with the results of previous research by Edu Dermantio In with the title The Relationship Between Motivation and Work Performance, Case Study on Employees of the Bogor Journal Newspaper 2005. The results showed that the motivation of Bogor Journal employees was high, it was seen from the average score. average for each section in the Bogor Journal. Based on the results of the correlation test, the general analysis of indicators is closely related to employee work motivation so that these indicators reflect the influence in the formation of Bogor Journal employee work motivation. The equation of this research is both about employee motivation and work achievement.
- While the difference with the research above, the author examines the relationship of leadership style with employee motivation and work achievement as well as with different research places and times. In addition, the results of previous research by Ricky Irawan entitled the relationship between leadership style, work motivation, and employee achievement with a case study on employees of Natasha Skin Care Medan 2008. This study was conducted to determine the relationship between leadership style, work motivation, and employee achievement. The first analysis shows that the leadership style of the head of the Natasha Skin Care Medan branch is democratic. The second analysis shows that Natasha Skin Care Medan employees have high work motivation. The third analysis shows that there is a positive relationship between leadership style and work motivation. The fourth analysis

shows that there is a positive relationship between work motivation and employee achievement.

- And previous research by Mariana with the title of analyzing the relationship between a manager's leadership style and enthusiasm, motivation, and work achievement of employees in a case study at PT. Sun Putra Pratama Corporation Palembang 2003. The results of the first analysis show that the leadership style applied is a supportive leadership style. The results of the second analysis show that there is a relationship between a manager's leadership style and employee morale, there is a relationship between a manager's leadership style and employee motivation, and there is a relationship between a manager's leadership style and employee achievement.

2) *Achieved Outcomes*

- The direct supervisor of Hotel Madani Syariah Medan should be closer to employees/subordinates to create closer relationships as colleagues
- The direct supervisor of Hotel Madani Syariah Medan emphasizes good cooperation with subordinates in problem solving.

The direct supervisor of Hotel Madani Syariah Medan should pay more attention to the feelings of subordinates in actions and actions.

IV. CONCLUSION

- The leadership style applied by the manager of Hotel Madani Syariah Medan tends to be a leadership style called the inviting leader as well.
- Employee motivation at Madani Syariah Hotel Medan is high.
- Employee achievement is very high.
- Motivation does not mediate the influence of leadership style on work achievement, which means that the direct influence of leadership style on work achievement is greater than the indirect effect mediated by motivation, this is evidenced by the value of the direct path coefficient being greater than the indirect path coefficient with motivation. as an intervening variable on the influence of leadership style on work achievement with a coefficient of 0.289.

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