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The Influence of Leadership on Room Attendant Performance at Rocky Plaza Hotel Padang

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Abstract

Although leadership in the hospitality industry has received considerable scholarly attention, studies specifically examining its effect on room attendant performance remain limited. This study aims to analyze the influence of leadership on the performance of room attendants at Rocky Plaza Hotel Padang. A quantitative approach with a cross-sectional survey design was employed, involving 83 respondents selected through saturated sampling. Data were collected using questionnaires and analyzed using descriptive statistics, prerequisite tests, Spearman correlation, and simple linear regression with SPSS. The findings indicate that both leadership and room attendant performance were categorized as very good. The analysis further shows a positive and significant influence of leadership on performance, with a correlation coefficient of 0.503 and a contribution of 16.3%. These findings confirm that improving leadership quality can support better employee performance, although the magnitude of the effect is in the moderate category. The study contributes to hospitality management literature by providing empirical evidence on the role of leadership in shaping room attendant performance. Practically, the findings imply that hotel management should

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strengthen inspirational leadership practices and empower employees to improve work quality, autonomy, and service performance.

Keywords: Leadership; Employee Performance; Room Attendant; Hospitality Industry; Hotel Management

INTRODUCTION

The development of the global and national tourism industry shows a significant increasing trend and has become a strategic sector in economic growth (Filipiak, Dylewski, & Kalinowski, 2023; Ponkratova, Feoktistov, Adashova, Nikolskaya, & Livson, 2020; Zhao & Liu, 2020). In Indonesia, this sector contributes to foreign exchange, job creation, and the development of supporting industries such as hospitality (Aida, Atiqasani, & Palupi, 2024; Matthew et al., 2021; Widiatedja & Suyatna, 2022). Internationally, Padma & Ahn (2020); Singgalen (2024), emphasizing that the increasing mobility of tourists demands quality hotel services and is oriented towards guest satisfaction. This condition places human resources as a key factor, so that leadership and employee performance are important issues in the study of hospitality management.

Padang City as a leading tourist destination in West Sumatra has also experienced the rapid development of the hotel industry (Harahap, Muslim, & Anjely, 2023; Sari, Widyatmaja, & Yanthy, 2023; Then, Felisa, & Irene, 2021). Star-rated hotels are required to provide competitive and quality services. Rocky Plaza Hotel Padang is one of the hotels that plays a role in meeting these needs. In its operations, the Housekeeping Department has a vital role, especially through room attendants who are responsible for the cleanliness and comfort of the room (Aguilar-Escobar, Garrido-Vega, Majado-Márquez, & Camuñez-Ruiz, 2021; Alcalde-González, Mozo, & Bustos, 2021). The performance of room attendants directly affects guest satisfaction and the image of the hotel. Prasetyaningtyas, Darmawan, Puhirta, & Kusmanto (2022), stating that performance is the result of work according to responsibility, while Rambulangi, Tampi, & Tulusan (2024), measuring it through quality, quantity, timeliness, effectiveness, and independence.

However, the results of observations show that there are still room attendant performance problems, such as irregularities in work quality, late completion of tasks, and low initiative. In addition, high workloads and disproportionate scheduling also affect

performance. Aulia, Burhanuddin, & Arifin (2025), Stating that performance is influenced by internal and external factors, including leadership. The results of the interviews also show a lack of motivation and direction from the leadership. Zen, Siminto, Harahap, Prasetya, & Ausat (2023), affirms that effective leadership is characterized by the ability to influence, motivate, and create a conducive work atmosphere.

Based on *state-of-the-art* studies, various studies prove that leadership has an effect on employee performance. Vemuri (2024), Rachman (2021), and Khan (2020), shows that effective leadership increases productivity and morale. Yusup & Maulani (2023), adding that transformational leadership improves performance through motivation and the importance of harmonious working relationships. Kauppila (2025), It also found a strong link between leadership, job satisfaction, and performance. However, research Kalsi, Carroll, Minor, Omisade, & Platts (2025), In the hospitality sector, it still focuses on the front office and has not studied specifically on housekeeping.

Although the empirical evidence is quite strong, previous research has generally been general and has not touched on the operational context of room attendants. Studies that link leadership to real conditions such as *jumping shifts*, workload, and work communication are still limited. Even though, Akosa, Huang, Abadi, & Wen (2025), affirming that contextual factors greatly influence individual performance. This shows that there is a *research gap* that requires more specific and contextual research on the housekeeping work environment in hotels.

Based on this, this study aims to examine the influence of leadership on the performance of room attendants at Rocky Plaza Hotel Padang. This research is expected to make a theoretical and practical contribution to human resource management in the hospitality sector. The formulation of the problem includes the condition of leadership, the performance of the room attendant, and the influence of both. The purpose of the research is to describe and analyze these relationships. The hypothesis proposed is the zero hypothesis (H_0) which states that there is no significant influence between leadership on *room attendant performance*, and the alternative hypothesis (H_1) which states that there is a significant influence between leadership on room attendant performance at Rocky Plaza Hotel Padang.

METHODS

Research Type and Design

This study uses a quantitative approach with causal associative methods to test hypotheses and analyze the influence of leadership on room attendant performance objectively through numerical data. This approach is based on the philosophy of positivism and aims to identify cause-and-effect relationships between independent and dependent variables using measured instruments and statistical analysis (Sugiyono, 2017).

The research design used is a survey with a cross-sectional approach, which is data collection is carried out at a certain time. This design allows researchers to simultaneously describe the state of leadership and employee performance while testing the relationship between the two. In contrast to previous research that focused more on the front office, this study specifically examined room attendants in the Housekeeping Department so that it provides a more contextual contribution.

Population and Sample

The population in this study is all employees of Rocky Plaza Hotel Padang which is 83 people. Population is a generalized area consisting of objects or subjects that have certain characteristics to be studied and conclusions drawn (Sugiyono, 2017).

The sampling technique used is non-probability sampling with a saturated sampling type (census), where all members of the population are used as research samples (Sugiyono, 2017). Thus, the number of samples was 83 respondents. The use of this technique is based on a relatively small population so that it allows the researcher to reach all respondents and obtain a more accurate picture of the influence of leadership on employee performance at Rocky Plaza Hotel Padang.

Variables and Measurements

This research consists of two variables, namely:

1. Independent variable (X): Leadership
2. Dependent variable (Y): Room attendant performance

Leadership is measured based on indicators, including fairness, ability to motivate, support goals, as a catalyst, creating a sense of security, organizational representation, inspiration, and respect for subordinates (Umesi, 2024).

Performance, including the quality of work, quantity of work, responsibility, cooperation, and initiative (Donate, Ruiz-Monterrubio, Sánchez de Pablo, & Peña, 2020).

The measurement of the two variables used the Likert scale with a score range of 1–5 as follows: (a) Strongly Agree = 5, (b) Agree = 4, (c) Disagree = 3, (d) Disagree = 2, and (e) Strongly Disagree = 1.

Data Collection Techniques

The data used consisted of, namely: (1) primarydata, obtained through the distribution of questionnaires to room attendants and (2) secondary data, obtained from hotel documents such as employee data, work schedules, and performance reports.

The data collection technique was carried out through a questionnaire (closed questionnaire). According to (Sugiyono, 2017), questionnaire is a data collection technique by giving written questions to respondents to be answered independently.

Research Instruments

The research instrument was a questionnaire developed based on indicators of the leadership and performance variables. Prior to use, the instrument was tested for validity and reliability. Validity testing was conducted using the Product Moment correlation, with items considered valid if the calculated correlation value (r_count) was greater than the critical value (r_table), and invalid if r_count was less than or equal to r_table. Reliability testing was carried out using Cronbach's Alpha coefficient, with the instrument deemed reliable if the alpha value (α) was greater than or equal to 0.70. Through these tests, the instrument was confirmed to be appropriate for measuring the variables accurately and consistently.

Data Analysis Techniques

Data analysis was carried out using SPSS version 26, starting with a descriptive analysis (mean, standard deviation, minimum, and maximum), then continued with the Kolmogorov-Smirnov normality test, homogeneity test (Levene Test), and linearity test as a prerequisite for analysis. The relationships between variables were analyzed using Spearman Rank correlation because the data was not normally distributed, as well as simple linear regression and determination coefficients to measure the magnitude of the influence. All hypothesis tests used a significance level of 0.05.

To make it easier to understand, the stages of data analysis are summarized in table 1 as follows.

Table 1. Data Analysis Techniques

Analysis Stage	Method/Test	Decision Criteria
Descriptive Analysis	Mean, SD, Min, Max	To describe the data
Normality Test	Kolmogorov–Smirnov	Sig ≥ 0.05 = normal
Homogeneity Test	Levene's Test	Sig ≥ 0.05 = homogeneous
Linearity Test	Deviation from Linearity	Sig ≥ 0.05 = linear
Correlation Test	Spearman Rank	Sig < 0.05 = significant
Linear Regression	Simple Regression	Sig < 0.05 = significant
Coefficient of Determination	R^2	Indicates the contribution
Hypothesis Testing	Significance Test	Sig < 0.05 = Ha accepted

RESULTS

Descriptive Analysis of Research Variables

This study involved two main variables, namely leadership (X) as an independent variable and room attendant performance (Y) as a dependent variable. Data was obtained through the distribution of questionnaires to 83 respondents, then processed to find out the general picture of each variable. The results of the descriptive analysis are presented in Table 2.

Table 2. Descriptive Analysis of Variables X and Y

Statistics	Leadership	Room Attendant Performance
N Valid	83	83
Mean	103,65	77,53
Std. Error	0,808	0,568
Std. Deviation	7,366	5,176
Variance	54,254	26,789
Range	28	22
Minimum	92	68
Maximum	120	90
Sum	8603	6435

Based on Table 2, the number of respondents analyzed on both variables was 83 people. The leadership variable had an average score of 103.65 with a score range of 92–120, indicating that respondents' perception of leadership tended to be high. The standard deviation value of 7.366 indicates data variation, but it is still in the relatively homogeneous category.

Meanwhile, the room attendant performance variable had an average score of 77.53 with a score range of 68–90. The standard deviation of 5.176 indicates that the

performance data is more homogeneous than the leadership variable. In general, these results indicate that both leadership and performance are on a fairly high trend.

1. Description of Leadership Variables (X)

Leadership variables are measured through a number of statement items that reflect leadership indicators according to Wahjosumidjo (2019). The results of descriptive statistical analysis are presented in Table 3.

Table 3. Description of Leadership Variables (X)

Statistics	Total Leadership
N Valid	83
Missing	0
Mean	103,65
Std. Error of Mean	0,808
Median	100,00
Mode	99
Std. Deviation	7,366
Variance	54,254
Range	28
Minimum	92
Maximum	120
Sum	8603

Based on Table 3, the leadership score has a minimum score of 92 and a maximum of 120 with an average of 103.65. A median score of 100 and a mode of 99 indicate that most respondents give a relatively consistent assessment of leadership. The standard deviation value of 7.366 indicates that the data variation is still within reasonable limits, so the data distribution can be said to be quite stable.

To find out the level of achievement of respondents, a classification of scores presented in Table 4 is carried out.

Table 4. Frequency Distribution of Leadership Variables (X)

Category	Interval Classes	Frequency	Percentage (%)
Very Good	≥ 96	82	98,80
Good	≥ 80 – < 96	1	1,20
Fair	≥ 64 – < 80	0	0
Poor	≥ 48 – < 64	0	0
Very Poor	< 48	0	0
Total		83	100

Based on Table 4, most respondents (98.80%) rated leadership to be in the very good category, while only 1.20% were in the good category. There were no respondents who rated it in the categories of sufficient, bad, or very bad.

These results show that in general, the leadership at Rocky Plaza Hotel Padang is perceived to be very good by the respondents. This high assessment indicates that leaders are considered capable of carrying out leadership functions effectively, such as providing direction, motivation, and creating a conducive work environment. These findings also reinforce the suspicion that leadership has an important role to play in supporting employee performance in the hospitality environment.

The leadership variable (X) was then analyzed based on the indicators that had been set to obtain a more specific picture of the respondents' perception. A summary of the results of the descriptive analysis and frequency distribution of each indicator is presented in Table 5 as follows.

Table 5. Descriptive Recapitulation and Distribution of Leadership Indicators (X)

No	Indicator	Mean	SD	Min	Max	Dominant Category	Percentage (%)
1	Fairness	26.05	1.847	23	30	Very Good	98.80
2	Encouraging Goals	13.04	1.120	12	15	Varied (VG/G/F)	34.94 (VG)
3	Catalyst Role	12.87	1.102	11	15	Fair	46.99
4	Creating a Sense of Security	12.93	1.197	10	15	Fair	38.55
5	Organizational Representative	12.83	1.124	12	15	Fair	48.19
6	Source of Inspiration	12.88	1.162	12	15	Fair	54.22
7	Appreciating Employees	13.06	1.183	11	15	Fair	54.22

Based on the table, the indicator *of being fair* shows the highest achievement with the very good category (98.80%), which indicates that the aspect of fairness in leadership has been running very optimally and consistently felt by respondents. The high mean value and relatively small standard deviation indicate the homogeneity of respondents' perceptions.

Meanwhile, indicators *that encourage the achievement of goals* show a more varied distribution, namely the excellent category of 34.94%, the good category of 31.33%, and the fair category of 33.73%. This relatively even distribution indicates that the leader's ability to direct the achievement of organizational goals is quite good, but it is not completely consistent felt by all employees.

The indicator *acting as a catalyst* was dominated by the fair category at 46.99%, followed by the very good category at 26.51%, the good category at 25.30%, and the bad

category at 1.20%. The dominance of this sufficient category shows that the role of leaders in accelerating and encouraging organizational change is still not optimal and requires improvement.

The indicator *of creating a sense of security* also shows a similar trend, with the fair category at 38.55%, the excellent category at 31.33%, the good category at 27.71%, and the bad category at 2.41%. This indicates that although some employees have felt a sense of security at work, in general this aspect is not completely strong and evenly distributed.

Furthermore, the indicator *of being an organizational representative* was dominated by the fair category of 48.19%, followed by the very good category of 28.92% and the good category of 22.89%. This percentage shows that the role of leaders as representatives of the organization has not been maximized, so it still needs to be strengthened, especially in building the image and trust of the organization.

The indicator *as a source of inspiration* shows the dominance of the fair category at 54.22%, with the excellent category at 25.30% and the good category at 20.48%. The high percentage in the category is quite indicative that the leader's ability to provide motivation and inspiration to employees still needs to be improved in order to be able to encourage more optimal performance.

Iindicators *of respect for subordinates* also show the same pattern, namely the fair category at 54.22%, the very good category at 25.30%, and the good category at 20.48%. This shows that the practice of rewarding employees already exists, but it is not fully optimal and still needs to be improved so that it is more widely felt by all employees.

Overall, these results indicate that leadership in the work environment is already doing well on fundamental aspects, especially in terms of justice. However, it is still necessary to strengthen the inspirational, motivational aspects, and the role of leaders as drivers and representatives of the organization in order to be able to improve employee performance more optimally.

2. Description of Room attendant Performance Variables (Y)

The performance variable of the room attendant (Y) was measured through 18 statement items distributed to 83 respondents. The data obtained is then analyzed descriptively to see an overview of employee performance. The results of the descriptive analysis of performance variables are presented in Table 6.

Table 6. Description of Total Data of Room Attendant Performance Variables (Y)

Statistics		
Total Performance of Room Attendants		
N	Valid	83
	Missing	0
Mean		77.53
Std. Error of Mean		.568
Median		76.00
Mode		74
Std. Deviation		5.176
Variance		26.789
Range		22
Minimum		68
Maximum		90
Sum		6435

Based on Table 6, respondents' performance scores ranged from 68 to 90 with an average score of 77.53. The median value of 76.00 and mode 74 indicate a relatively concentrated distribution of data. A standard deviation of 5.176 indicates moderate data variation, so the score spread is still within reasonable limits. This shows that room attendant performance tends to be stable among respondents.

To see the level of performance achievement, the score classification presented in Table 7 is carried out.

Table 7. Variable Frequency Distribution of Room attendant Performance (Y)

Category	Interval Class	Frequency	Percentage (%)
Very Good	≥ 72	82	98.80
Good	≥ 60 – < 72	1	1.20
Fair	≥ 48 – < 60	0	0
Poor	≥ 36 – < 48	0	0
Very Poor	< 36	0	0
Total		83	100

Table 7 shows that the majority of respondents (98.80%) are in the very good category. With the classification of the score ≥ 72, it can be concluded that in general the performance of room attendants is in the very good category. This shows that employees are able to meet the work standards set by the hotel.

Furthermore, the performance variables of the room attendant (Y) are analyzed based on the indicators that have been determined. This analysis aims to provide a more specific picture of performance achievements in each aspect measured. This can be seen in the following table 8.

Table 8. Descriptive Recapitulation and Distribution of Room Attendant Performance Indicators

No	Indicator	Mean	SD	Min	Max	Dominant Category	Percentage (%)
1	Work Quality	13.07	1.197	12	15	Fair	48.19
2	Work Quantity	17.28	1.291	15	20	Very Good	100.00
3	Timeliness	17.10	1.275	15	20	Very Good	97.59
4	Effectiveness	17.16	1.357	14	20	Very Good	98.80
5	Independence	12.93	1.156	12	15	Fair	44.58

Based on the table, *the work quality* indicator is in the sufficient category with a percentage of 48.19%, which shows that even though the work results of employees are already good, there is still room for improvement, especially in terms of accuracy and work quality standards.

The *work quantity* indicator showed the highest achievement with the excellent category of 100.00%, which indicates that all respondents had a very optimal and consistent level of work productivity in completing tasks.

Furthermore, the *punctuality* indicator is also in the very good category with a percentage of 97.59%. This shows that the employee has been able to complete the work according to the predetermined time.

The *effectiveness* indicator shows a very good category of 98.80%, which indicates that the work carried out has been carried out efficiently and is able to achieve the expected target optimally.

Meanwhile, the *indicator of independence* is in the sufficient category with a percentage of 44.58%, which shows that the level of initiative and ability to work independently is quite good, but not evenly distributed to all employees.

Overall, it can be concluded that the performance of room attendants has reached the excellent category in terms of work quantity, punctuality, and effectiveness. However, the aspects of work quality and independence are still in the sufficient category, so it needs to get more attention to improve the balance of performance achievements in all indicators.

Test Analysis Requirements

Analysis requirements test is carried out to ensure the feasibility of the data before hypothesis testing is carried out. The tests include normality, correlation (with a non-parametric approach), homogeneity, and linearity tests. A summary of the test results is presented in Table 9 as follows.

Table 9. Recapitulation of Results of the Analysis Requirements Test

Test Type	Method	Main Result	Sig.	Criteria	Conclusion
Normality	Kolmogorov–Smirnov	X = 0.000; Y = 0.000	< 0.05	Not normal	Not normal
Correlation	Spearman + Bootstrapping	r = 0.503	0.000	Sig < 0.05	Significant
		CI (0.304–0.676)	—	Does not cross zero	Stable
Correlation (Comparison)	Pearson + Bootstrapping	r = 0.404	0.000	Sig < 0.05	Significant
		CI (0.148–0.626)	—	Does not cross zero	Stable
Homogeneity	Levene's Test	0.051	> 0.05	Homogeneous	Homogeneous
Linearity	Deviation from Linearity	0.560	> 0.05	Linear	Linear

Based on the table, the normality test showed that the significance value of the two variables was 0.000 (< 0.05), so the data was not normally distributed. Therefore, relationship analysis uses a non-parametric approach, i.e. Spearman correlation. The results of the correlation test showed a coefficient of 0.503 with a significance of 0.000, which means that there is a positive and significant relationship between the leadership and performance of the room attendant with the strength of the relationship in the medium category. This result is strengthened by bootstrapping analysis with a confidence interval of 0.304–0.676 that does not go past zero, so that the results are declared stable and trustworthy. Comparative analysis using Pearson correlation also showed consistent results, with a coefficient of 0.404 and a confidence interval that did not pass zero.

Furthermore, the homogeneity test showed a significance value of 0.051 (> 0.05), which means that the data had the same variance (homogeneous). The linearity test showed a significance value of 0.560 (> 0.05), so there was no deviation from linearity. Thus, although the data are not normally distributed, the relationships between variables meet the assumptions of homogeneity and linearity, making it feasible to proceed to hypothesis analysis.

Uji Hypothesis

The hypothesis test aims to determine the magnitude of the influence of leadership variables on room attendant performance. The hypotheses proposed are: (1) H0: leadership does not have a positive and significant effect on room attendant performance, and (2) Ha: leadership has a positive and significant effect on room attendant performance.

The test was performed using simple linear regression with the help of SPSS. To facilitate interpretation, the results of the F test, regression coefficient, and determination coefficient are summarized in the following Table 10 .

Table 10. Recapitulation of Results of Simple Linear Regression Test

Test Component	Parameter	Value
F Test (ANOVA)	**F value**	**15.782**
	Sig.	0.000
Regression Coefficient	Constant (a)	48.119
	Coefficient X (b)	0.284
	t value	3.973
	Sig.	0.000
Coefficient of Determination	R	0.404
	R Square	0.163
	Adjusted R Square	0.153

Based on Table 10, the results of the F test showed an F value of 15.782 with a significance of 0.000 (< 0.05). This indicates that the regression model used is feasible and that leadership variables significantly affect *room attendant* performance. Thus, Ha is accepted and H0 is rejected.

In the regression coefficient section, a constant of 48.119 and a regression coefficient of the leadership variable were obtained of 0.284 with a significance value of 0.000 (< 0.05). A positive coefficient value indicates that the relationship between the two variables is unidirectional. This means that every increase in one leadership unit will be followed by an increase in room attendant performance by 0.284 units. The significant t-value of 3.973 further strengthens that the influence is statistically real.

Furthermore, the value of the determination coefficient (R Square) of 0.163 shows that the leadership variable is able to explain 16.3% of the variation in *room attendant* performance. Meanwhile, 83.7% was influenced by other factors outside this research model. An R value of 0.404 indicates that the strength of the relationship between leadership and performance is in the medium category.

Overall, the results of a simple linear regression analysis showed that leadership had a positive and significant influence on *room attendant* performance. This means that improving the quality of leadership will be followed by improving employee performance, even though the contribution is still limited so attention is needed to other factors that also affect performance.

DISCUSSION

1. Leadership (X)

The results show that leadership is in the very good category, which indicates that the basic function of leadership has been effective in directing and coordinating employees. The indicator of fairness is the most dominant aspect with the category of excellent, reflecting the consistency of employees' perception of the fairness of leaders. Meanwhile, indicators of encouraging the achievement of goals show a variety of categories, which indicates that the ability to direct is good but not evenly distributed.

On the other hand, catalytic indicators, sense of security, organizational representation, inspiration, and appreciation for subordinates are still dominated by the sufficient category. This shows that the motivational and strategic leadership dimensions are not optimal. These findings are in line with opinion Donate, Ruiz-Monterrubio, Sánchez de Pablo, & Peña (2020); Susanto, Syailendra, & Suryawan (2023), which confirms that leadership not only functions to organize work, but also influences employee behavior and motivation. In addition, Ciulla (2020); Pranitasari (2020), states that effective leadership must be able to inspire and build trust, not just direct tasks. Thus, strengthening interpersonal and inspirational aspects is important to increase the effectiveness of leadership as a whole (Aquino et al., 2025).

2. Room Attendant Performance (Y)

The performance of room attendants is in the very good category, shown by high average values and stable data distribution. The majority of respondents were in the excellent category, which reflects that employees have been able to meet the organization's work standards.

In more detail, the indicators of work quantity, timeliness, and effectiveness show very good achievements with a very high percentage. This indicates that employees have

strong productivity, efficiency, and time discipline. However, indicators of work quality and independence are still dominated by the sufficient category. This condition shows that even though the work is completed in quantity and time, the aspects of precision, quality, and work initiative are not optimal.

These findings are in line with the performance theory by Djibu & Duludu (2020); Mulyana, Chaeroni, Erlangga, Solahudin, & Sunarsi (2021); Parashakti, Fahlevi, & Ekhsan (2020), which states that performance is influenced by ability and motivation, and supported by the work environment. In addition, according to Djibu & Duludu (2020); Rambulangi et al. (2024); Riyanto & Endri (2021), Superior performance is not only measured by output, but also quality and independence in work. Therefore, performance improvement needs to be directed at strengthening the quality of work results and employee initiatives.

3. The Influence of Leadership on Room Attendant Performance

The analysis results indicate that leadership has a positive and significant effect on room attendant performance. The Spearman correlation value of 0.503 with a significance level of 0.000 shows a moderate (fairly strong) relationship, which is also supported by stable bootstrapping results. The simple linear regression analysis also shows a significant effect with an F value of 15.782 ($p < 0.05$) and the regression equation $Y = 48.119 + 0.284X$, indicating a positive relationship between leadership and performance.

However, the determination coefficient value of 16.3% indicates that leadership is not the only factor that affects performance. There are still 83.7% of other factors, such as motivation, compensation, and work environment, that also play a role. This is in line with the theory Afandy, Setiawan, & Hapsari (2022) and strengthened by research Siwiyanti, Amal, & Sudarma (2022); Zamzam et al. (2023), which states that leadership plays an important role in improving performance, but its effectiveness is greatly influenced by situational and organizational factors.

Thus, effective leadership has been proven to be able to improve employee performance, especially through the direction and control functions. However, to achieve more optimal performance, organizations need to integrate leadership with the comprehensive management of other factors.

CONCLUSION

This study shows that the leadership and performance of room attendants at Rocky Plaza Hotel Padang are in the very good category, although there are still weaknesses in the motivational aspects of leadership as well as the quality of work and independence of employees. The results of the analysis prove that leadership has a positive and significant effect on performance as shown by the Spearman correlation value of r = 0.503 with a significance of 0.000 ($p < 0.05$) and a contribution of 16.3%. In addition, the results of the simple linear regression test also showed a significant influence with a value of F = 15.782 and a significance of 0.000 ($p < 0.05$) as well as a regression equation of Y = 48.119 + 0.284X which showed a unidirectional relationship between leadership and performance. Because the significance value of the two tests was less than 0.05, the alternative hypothesis (Ha) was accepted and the null hypothesis (H0) was rejected, meaning that there was a significant influence of leadership on room attendant performance. Implicitly, management needs to strengthen leadership that is inspirational and empowers employees to improve the quality of performance. However, this study is limited to one independent variable and one organizational context, so it is recommended that the next study examine other factors such as motivation, compensation, and the work environment with a more comprehensive approach.

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