

The Effect of Leadership Style, Work Motivation, and Work Discipline on Employee Performance at Santi Mandala Resort & Spa in Gianyar

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Abstract

Keywords:

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This research aims to examine the influence of leadership style, work motivation, and work discipline on employee performance at Santi Mandala Resort & Spa, Gianyar. The study employs a quantitative approach with a saturated sampling technique involving 50 employees. Data were collected through questionnaires and analyzed using multiple linear regression. The findings indicate that leadership style, work motivation, and work discipline simultaneously and significantly affect employee performance. Partially, each variable also shows a positive and significant effect on performance. The results suggest that effective leadership, motivational strategies, and disciplined work behavior play crucial roles in improving employee productivity and organizational success within the hospitality industry.

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INTRODUCTION

The hospitality sector plays a crucial role in Indonesia's economic development, particularly in Bali, where the tourism industry contributes significantly to regional income. Human resources are key determinants of organizational success in this sector because service quality and customer satisfaction depend largely on employee performance. Therefore, maintaining optimal employee performance is essential for business sustainability.

Employee performance refers to the level of achievement in carrying out tasks and responsibilities in accordance with organizational standards. Several factors influence employee performance, including leadership style, work motivation, and work discipline. Leadership style is one of the most critical managerial aspects that determine how effectively a team functions. According to Kurniawan et al., (2018) leadership style represents how leaders guide, motivate, and influence employees to reach common goals. In hospitality settings, where employees are expected to exhibit emotional labor and service orientation, leadership that combines clarity, empathy, and support is vital.

Work motivation also plays a central role in enhancing employee performance. Motivation refers to the internal and external factors that stimulate enthusiasm, direction, and persistence in achieving work-related goal (Robbins & Judge, 2019). Motivated employees are more engaged, innovative, and committed, leading to higher productivity and service quality.

Furthermore, work discipline is fundamental in ensuring consistency and adherence to procedures. Discipline defines expected behavior and ensures that employees carry out their duties effectively and responsibly (Hasibuan & Bahri, 2018). In the hospitality industry, a lack of discipline can lead to poor coordination, absenteeism, and a decline in service quality.

Preliminary observations at Santi Mandala Resort & Spa identified several challenges, such as irregular attendance, low initiative, and limited coordination across departments. These issues reflect the need for improved leadership, motivational systems, and discipline enforcement. Therefore, this study aims to analyze both the simultaneous and partial effects of leadership style, work motivation, and work discipline on employee performance. The results are expected to provide practical insights for management and contribute to the literature on human resource management in hospitality organizations. Based on this background, this study seeks to empirically analyze:

1. The simultaneous influence of leadership style, work motivation, and work discipline on employee performance.
2. The partial influence of each of these variables on performance.

The study contributes to human resource management literature by emphasizing the interplay of behavioral and managerial factors influencing performance in the hospitality context.

LITERATURE REVIEW

Leadership style is defined as a pattern of behavior used by leaders to influence subordinates. Path-goal theory (House, 1996) emphasizes that effective leaders adjust their style—directive, supportive, participative, or achievement-oriented—based on situational needs. Transformational leadership inspires and motivates employees by aligning personal goals with organizational goals, while transactional leadership focuses on rewards and corrective actions. Both approaches are relevant in the hospitality industry, where leaders must balance empowerment with control (Marisya et al., 2023).

Work motivation refers to a set of internal and external forces that determine the direction, intensity, and persistence of work behavior (Robbins & Judge, 2019). Maslow's hierarchy of needs and Herzberg's two-factor theory suggest that motivation is influenced by both intrinsic factors (achievement, recognition) and extrinsic factors (pay, working conditions). Employees who feel recognized and valued tend to demonstrate higher engagement and improved performance.

Work discipline involves the willingness and commitment of employees to adhere to organizational rules and standards (Hasibuan & Bahri, 2018). A disciplined workforce contributes to higher productivity, punctuality, and service consistency. Afriansyah & Prabowo (2025) found that strict but fair enforcement of discipline increases accountability and reduces absenteeism.

Based on previous studies, leadership, motivation, and discipline are interrelated variables influencing performance. Effective leadership fosters motivation and instills discipline, creating a work environment that supports excellence. From this theoretical foundation, the following hypotheses are proposed:

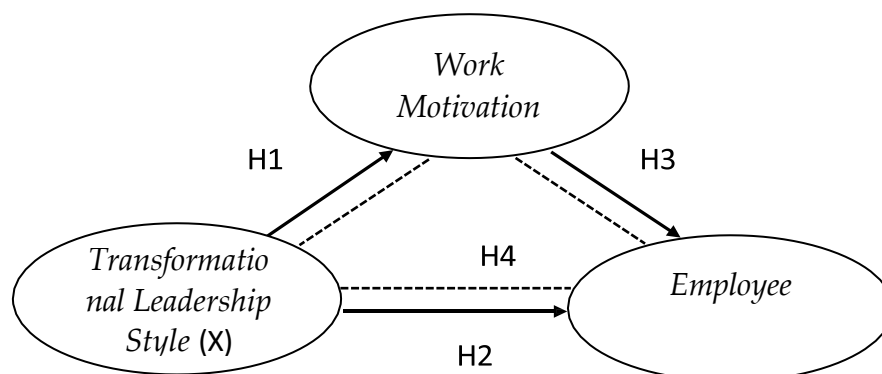
H₁: Leadership style significantly affects employee performance.

H₂: Work motivation significantly affects employee performance.

H₃: Work discipline significantly affects employee performance.

H₄: Leadership style, work motivation, and work discipline simultaneously affect employee performance.

Figure 1. Research Conceptual Framework



Source: Theoretical review and previous research results, 2025

RESEARCH METHODS

This study employed a quantitative associative research design to explore causal relationships among the studied variables. The population included all 50 employees of Santi Mandala Resort & Spa, who were selected using saturated sampling. The use of this method ensured that all employees were represented, providing a comprehensive understanding of organizational dynamics.

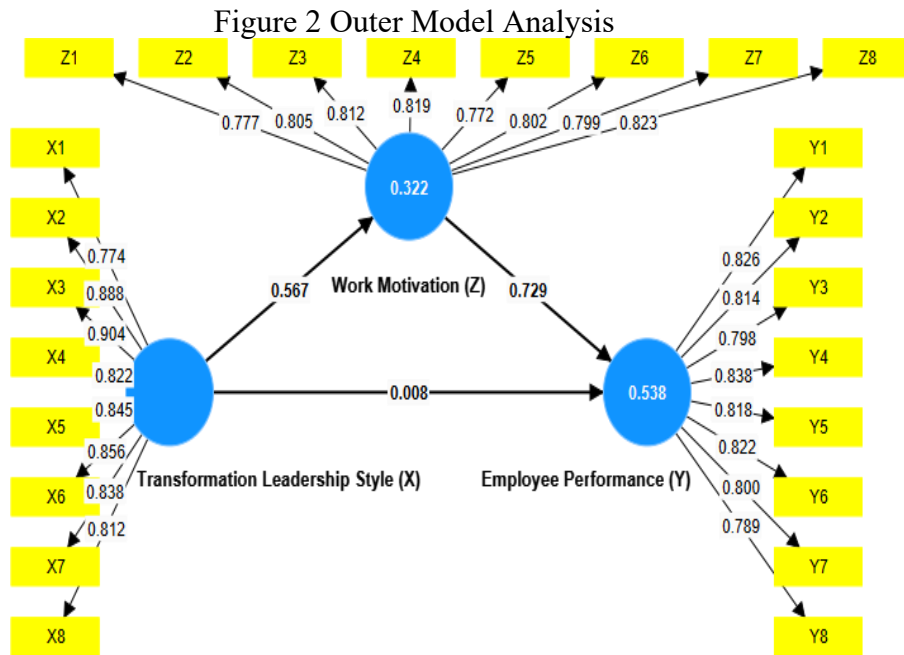
Data were collected through structured questionnaires using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). To ensure honesty, respondents were guaranteed confidentiality and anonymity. Each variable was measured using established indicators: leadership style (direction, support, communication), motivation (achievement, recognition, responsibility, reward), discipline (punctuality, compliance, responsibility), and performance (quality, quantity, timeliness, cooperation).

Data were analyzed using multiple linear regression with SPSS 26. Validity and reliability tests were conducted, including Cronbach's Alpha, composite reliability, and average variance extracted (AVE). Classical assumption tests (normality, multicollinearity, and heteroskedasticity) were also performed. The hypothesis testing

used t-tests and F-tests with a significance level of 5%, while R^2 was used to evaluate the explanatory power of the model.

The saturated sampling approach was chosen because the population was relatively small and accessible. However, this method may limit generalization to other settings. Moreover, since data were self-reported, there is potential for bias. To minimize this risk, participants were reminded that responses would remain anonymous and would not affect employment status.

RESULT



Source: data processed 2025

As seen from Figure 2, it can be concluded that the magnitude of the correlation between the construct and its respective indicators produces a value that exceeds 0.6, so it can be said that all of them meet the criteria of convergent validity.

Table 1. Result

Indikator	Transformational Leadership Style	Employee Performance	Work Motivation
X1	0.774	0.266	0.398
X2	0.888	0.273	0.466
X3	0.904	0.467	0.584
X4	0.822	0.311	0.491
X5	0.845	0.542	0.550
X6	0.856	0.285	0.331
X7	0.838	0.270	0.482
X8	0.812	0.293	0.424
Y1	0.393	0.826	0.608
Y2	0.373	0.814	0.622
Y3	0.462	0.798	0.581
Y4	0.300	0.838	0.705

Indikator	Transformational Leadership Style	Employee Performance	Work Motivation
Y5	0.291	0.818	0.483
Y6	0.274	0.822	0.606
Y7	0.254	0.800	0.619
Y8	0.410	0.789	0.495
Z1	0.516	0.511	0.777
Z2	0.484	0.562	0.805
Z3	0.505	0.520	0.812
Z4	0.507	0.604	0.819
Z5	0.339	0.610	0.772
Z6	0.286	0.564	0.802
Z7	0.336	0.695	0.799
Z8	0.606	0.625	0.823

Source: data processed 2025

The results of the discriminant validity test using Outer loading in Table 2 show that the loading factor in the column of each variable printed in bold is the highest value compared to other variables. Thus, the online indicators of each variable such as transformational leadership style, employee performance, and work motivation show that all three meet the criteria for discriminant validity.

Table 2. Result

Variabel	<i>Transformational Leadership Style</i>	<i>Employee Performance</i>	<i>Work Motivation</i>
<i>Transformational Leadership Style</i>	0.843		
<i>Employee Performance</i>	0.421	0.813	
<i>Work Motivation</i>	0.567	0.734	0.801

Source: data processed 2025

Table 2 shows that the magnitude of the AVE root of each construct exceeds the correlation value between the other constructs, indicating that the Fornell-Larcker discriminant criteria are structurally met within the framework of the discriminant validity of the model.

Table 3. Result

Variabel	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	<i>Keterangan</i>
<i>Transformational Leadership Style</i>	0.942	0.952	<i>Reliable</i>
<i>Employee Performance</i>	0.927	0.940	<i>Reliable</i>
<i>Work Motivation</i>	0.920	0.935	<i>Reliable</i>

Source: data processed 2025

Based on table 3, the transformational leadership style, employee performance, and work motivation variables meet the composite reliability criteria because the numbers

obtained exceed the recommended value, which is more than 0.70, so that the next test can be carried out.

Table 4. Result

Variabel	<i>R Square</i>	<i>R Square Adjusted</i>
<i>Employee Performance</i>	0.538	0.521
<i>Work Motivation</i>	0.322	0.309

Source: data processed 2025

Based on table 4. the R Square value for the variable Employment Performance (Y) is 0.538, while the Adjusted R Square value is 0.521. This indicates that Transformational Leadership Style (X) and Work Motivation (Z) together are only able to explain 53.8% of the variation that occurs in Employment Performance, while the remaining 46.2% is explained by other variables outside the research model. Meanwhile, the R Square value for the Work Motivation (Z) variable is 0.322, with an Adjusted R Square value of 0.309. This means that the Transformational Leadership Style (X) variable is able to explain 32.2% of the variation in Work Motivation, and the remaining 67.8% is influenced by other variables not included in this research model. The Adjusted R Square value of 0.309 is included in the weak category, which means that the influence of Transformational Leadership Style on Work Motivation is quite significant but not yet fully strong.

Table 5. Result

	<i>Transformational Leadership Style</i>	<i>Work Motivatin</i>	<i>Employee Performance</i>
<i>Transformational Leadership Style</i>		0.474	0.000
<i>Work Motivatin</i>			0.781
<i>Employee Performance</i>			

Source: data processed 2025

Based on table 5, it is known that variable $X \rightarrow Y$ has an f-square value of 0.000, which is smaller than 0.35. This value indicates that the influence of transformational leadership style on employee performance is very small or does not even provide a significant contribution in this research model. Meanwhile, variable $Z \rightarrow Y$ has an f-square value of 0.781, which is larger than 0.35, which is included in the large category. This means that work motivation provides a strong contribution to improving employee performance.

Table 6. Result

	Saturated Model	Estimated Model
SRMR	0.096	0.096

Source: data processed 2025

Based on table 6, it shows that the Standardized Root Mean Square Residual (SRMR) value is 0.096, less than 0.10, so it can be concluded that the model has adequate suitability for the estimated empirical data.

Table 7. Result

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Transformational Leadership Style X →Employee Performance Y	0.008	0.055	0.956
Transformational Leadership Style X →Work Motivation Z	0.567	6.578	0.000
Work Motivation Z→ Employee Performance Y	0.729	9.100	0.000

Source: data processed 2025

Based on table 7, the $X \rightarrow Y$ parameter coefficient is 0.008 with a t-count of 0.055 < t-statistic of 1.96 with a significance or probability value (p value) of 0.956 > $\alpha = 0.05$, meaning there is no significant influence between the transformational leadership style variable on employee performance, so the second hypothesis (H2) is rejected.

Furthermore, the $X \rightarrow Z$ patch shows a coefficient of 0.567 with a t-count of 6.578 > t-statistic of 1.96 with a significance value of 0.000 < $\alpha = 0.05$, meaning there is a positive and significant influence between transformational leadership style on work motivation so that the first hypothesis (H1) is accepted).

Then on the $Z \rightarrow Y$ path, the coefficient value is 0.729 with a t-count of 9.100 > t-statistic of 1.96 with a probability value (p values) of 0.000 < $\alpha = 0.05$, meaning there is a positive and significant influence between work motivation on employee performance so that the third hypothesis (H3) is accepted).

Table 8. Result

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Transformational Leadership Style $X \rightarrow$ Work Motivation (Z) → Employee Performance Y	0.414	4.572	0.000

Source: data processed 2025

Based on table 8 shows the results of testing the role of work motivation in mediating the influence of transformational leadership style on employee performance. Patch coefficient or parameter coefficient $X \rightarrow Z \rightarrow Y$ of 0.414 with a t-count result of 4.572 > t-statistic 1.96 with a significance or probability value (p values) of 0.000 < $\alpha = 0.05$, meaning there is a role of work motivation in mediating the influence of transformational leadership style on employee performance so that the fourth hypothesis (H4) is accepted).

Discussion

The results confirm that leadership, motivation, and discipline play complementary roles in improving employee performance. Transformational leadership does not directly affect performance but has a strong indirect effect through motivation. This supports the path-goal theory, which suggests that leaders influence performance by clarifying goals and enhancing motivation. Similarly, Maslow's and Herzberg's theories explain why intrinsic factors such as recognition and responsibility are crucial in hospitality

environments. Discipline ensures that motivation translates into consistent behavior and service quality.

From a managerial perspective, these results imply that leadership development programs should emphasize communication, recognition, and participative decision-making. Reward systems should be transparent, linking motivation to measurable outcomes. Additionally, management must implement clear and fair disciplinary procedures to maintain accountability.

The study's limitations include the use of a single organization and reliance on self-reporting. Future research could expand this model by including variables such as organizational culture, employee satisfaction, or leadership experience to gain a more comprehensive understanding of performance drivers.

CONCLUSION

This study concludes that leadership style, work motivation, and work discipline significantly affect employee performance at Santi Mandala Resort & Spa, Gianyar. Leadership has an indirect but important influence through motivation, highlighting the need for leaders who can inspire and guide employees effectively. Work motivation and discipline remain the strongest predictors of performance in this hospitality context.

Recommendations:

1. Leaders should practice participative and transformational styles to enhance employee engagement.
2. Management should strengthen motivational programs by linking rewards to measurable performance outcomes.
3. A consistent disciplinary system must be implemented to maintain accountability and reliability.

Future research may extend this model by incorporating additional variables such as organizational culture, work environment, or employee satisfaction to provide a more comprehensive understanding of performance determinants.

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