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Influence of Transformational Leadership Style, Organizational Commitment And Work Stress on Performance of Employees Food & Beverage Service Division In The Trans Resort Bali Hotel

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ABSTRACT: The purpose of this study was to analyze the effect of transformational leadership style, organizational commitment and work stress on employee performance at The Trans Resort Bali Hotel. The population in this study were 45 employees of the Food & Beverage Service division at The Trans Resort Bali Hotel Company. The sampling technique is done by saturated sampling, namely by taking the entire population as respondents. The analysis technique used is multiple regression analysis. The results showed the variables of employee performance in the Food & Beverage Service division at The Trans Resort Bali Hotel can be significantly influenced by variables of transformational leadership style, organizational commitment, and work stress. The results also show that transformational leadership style and organizational commitment have positive and significant influence on employee performance, while work stress has a negative and significant effect on employee performance.

Keywords: Transformational Leadership Style, Organizational Commitment, Work Stress, Employee Performance

I. INTRODUCTION

The company can develop well because it has good and solid human resources. All elements in the current business world must be fully measurable, such as business activities must adjust to the development of science and technology that is increasingly advanced. All of these important elements are determined by the quality of human resources who have a spirit of innovation that never stops to learn and improve their abilities and have a high enthusiasm in working and working. Performance can be assumed as a result of a process or work. Therefore every employee is required to have competence, namely the ability or ability to carry out tasks or jobs that are his responsibility or entrusted.

The phenomenon that occurs in the hotel business in Bali is the intense competition in the hotel business, due to the increasing number of hotels. These conditions require hoteliers to continue to compete to find creative and unique ideas in order to compete with other hotels. To attract tourists who vacation in Bali, hotels must have their own uniqueness in order to attract tourists to stay at the hotel. The Trans Resort Bali is a five-star hotel located in the Seminyak area of Bali, this hotel has a strategic location because it is close to Ngurah Rai Airport about 30 minutes by private car. In addition, the location is also close to tourist attractions such as Kuta Beach, Double Six Beach which is much in demand by tourists who vacation in Bali. The Trans Resort Bali has many facilities intended for tourists who stay at the hotel for the achievement of tourist satisfaction. The facilities that can be obtained by tourists who stay at The Trans Resort Bali include Artificial Beach and Swimming Pool, Restaurant, Bar, Kids Club, Spa, and others. In order to provide maximum service to tourists, The Trans Resort Bali seeks to improve its performance from time to time and minimize the occurrence of problems that often occur at The Trans Resort Bali, in addition to that Food & Beverage items must always be maintained for the quality of consumption for guests who is staying overnight. The Trans Resort Bali Hotel has 269 employees.

This research was conducted at The Trans Resort Hotel in Bali focusing on one of the departments namely food & beverage service is an important part in a hotel because if a hotel can serve delicious and interesting food and drink, it certainly can be the image of the hotel itself. As well as food & beverage is an important part to meet the consumption needs of the community, therefore companies are required to provide the best service to consumers, of course to provide the best service can not be separated from the role of HR or employees in the company. Based on the results of observations and initial interviews with 7 employees and HR of The Trans Resort Bali, information was obtained regarding problems related to employee performance.

Judging from the fact that there are some employees unable to complete tasks on time according to the set targets such as when set up, the event is ready at 18.00 but at 18.00 the employee is still setting up, some employees are still late coming to work, and some employees feel more seniors from seniors and do not want to take more work. transformational leadership style that is not maximal seen a lack of trust and confidence. The problem of intellectual stimulation occurs where company leaders have not been able to encourage subordinates to solve problems carefully and the lack of leadership helps subordinates when many events take place.

Organizational commitment is the level of an employee siding with the organization and its goals, as well as the intention to maintain its membership in the organization. The organizational commitment problem encountered is that the company is not suitable to give employees the right to make the performance of employees decline and the desire to move from the company. Work stress factors that affect the performance of employees of the food & beverage service division are more work problems experienced by staff when requesting daily workers to help work that is not expected from the staff, such as the Bouquet team given daily workers who have no experience at The Trans Resort Bali hotel from the HRD made the staff give more direction and deliver the daily worker to the storage place which took a lot of time and there was still a lot of staff work that had not been completed.

Problems that occur in the food & beverage service division, if not immediately resolved by the management of The Trans Resort Bali hotel, will affect employee performance. Performance itself has broad meaning, not only regarding the results of work, but also about the processes that occur in a job (Rinawati, 2016). Performance is a work that can be achieved by a person or group of people in an organization or institution, in accordance with their respective authorities and responsibilities in the effort to achieve organizational goals and targets (Fachreza, et al, 2018). With high performance, it is expected that organizational goals can be easily achieved, conversely, organizational goals are difficult / even cannot be achieved if employees have low performance. Performance is a work result based on the quality and quantity of achievement of an employee in carrying out their duties and roles according to the responsibilities given in accordance with criteria determined by the company (Gita and Ahyar, 2016). Employee performance is influenced by several factors including transformational leadership style, organizational commitment and work stress.

Transformational leadership style is an inspiring leadership style, can improve employee performance, and can act as effective leaders (Dewi, 2015). Transformational leadership style is a leader who devotes his attention to the problems faced by his followers and the development needs of each of his followers by giving encouragement and encouragement to achieve his goals (Cahyono, 2014). Transformational leadership style refers to leaders who succeed in moving employees beyond self-interest directly through ideal influence (charisma), inspiration, intellectual stimulation, or individual consideration. Seeing the transformational leadership style that is able to be applied well by leaders in the company will provide motivation for employees, so that the achievement of a sense of satisfaction at work, all of which will have a positive impact on employee performance in taking responsibility for the interests of the company (Salain, 2014).

Successful leadership is leadership that can be a role model and is liked and gives rise to positive perceptions and satisfaction among employees. Previous research conducted by Agung Tucunan (2014) found that transformational leadership had a positive and significant effect on employee performance. EndriSukmana (2015) in his research found that transformational leadership style had a positive and significant effect on performance. Pramana Putra (2015) states that there is an influence of transformational leadership style that has a positive and significant effect on employee performance. However, different results obtained by Cahyono et al. (2014) which states that the transformational leadership style does not have a significant and positive effect on employee performance.

The development of the company and the increase in employee performance can be influenced by organizational commitment which is an important behavioral dimension that can be used to assess the employee's tendency to stay as a member of the organization. Suparyadi (2015: 451) organizational commitment is an attitude that shows more than just formal membership, but also includes an attitude of liking the organization and a willingness to strive for a high level of effort for the interests of the organization to achieve its goals. Based on this definition, organizational commitment includes elements of loyalty to the company, involvement in work, and identification of company values and goals. ArfanIkhsan, (2014: 55) states that organizational commitment is an important aspect because it can encourage employees to have behaviors that lead to better performance.

Organizational commitment can imply that employees can commit to the company in providing their best services if they are satisfied with the job (Omotayo et al., 2014). Suryanatha (2014) states the low commitment in an organization shows the lack of responsibility of an employee in carrying out his work. Previous research conducted by Sri Wahyudi (2016) organizational commitment has a positive and significant effect on employee performance. SondangMariani (2017) organizational commitment has a significant positive

effect on employee performance. These results confirm that the higher organizational commitment of an employee, the employee's performance increases. However, different results were obtained in Sunarno and Liana's (2015) study which stated that organizational commitment had no effect on performance.

Factors that influence performance, in addition to transformational leadership and organizational commitment are work stress factors. According to Ardana, et al. (2013: 25) mentions the source of stress on employees is a factor that is inherent in the job, factors from within the individual, leadership, role in the organization, relationships within the organization, organizational structure and climate, and organizational relationships with outsiders. Research conducted by Usman Ali et al. (2014) states that work stress negatively affects employee performance at Universities of Karachi Pakistan. Novi, et al. (2014) shows the results of work stress negatively affect employee performance, which can be interpreted as the higher the level of stress experienced, the employee's performance decreases and conversely the lower the level of stress experienced, the employee's performance will increase. Warraic et al. (2014) in the private sector of Karachi University Pakistan found the results of excessive stress levels can reduce employee performance. While Aslihah's research (2015) found that work stress has a significant positive effect on performance. But the results are different obtained by Wicaksono's research (2017) which found that work stress had no significant effect on employee performance.

II. THEORY AND HYPOTHESES

The theory that underlies this research is The Social Exchange Theory. Nawaz et al. (2014) states that when organizations take care of employees, there is a social exchange relationship that promises to improve performance. Employees will feel obliged to reciprocate to the company when employees receive emotional social and economic resources from the company. Employees who are empowered will be given training to dedicate their energy, feelings, and cognitive resources for better performance. Employees will tend to return the favor to the organization when they are treated fairly and are included in the decision making process and get support from the leadership (Lee et al., 2013). Social Exchange Theory describes the elements and processes by which people engage in exchange with the aim of seeking the feedback they want (Redmond, 2015).

Transformational leadership style refers to leaders who succeed in moving employees beyond self-interest directly through ideal influence (charisma), inspiration, intellectual stimulation, or individual consideration (Salain, 2014). Transformational leadership is a leader who devotes his attention to the problems faced by his followers and the development needs of each of his followers by providing encouragement and encouragement to achieve his goals (Cahyono, 2014).

Previous research conducted by Puspitasari (2018), that transformational leadership style has a positive and significant effect on employee performance. Agung Tucunan (2014) found that transformational leadership style had a positive and significant effect on employee performance. Muthuveloo, et al., (2014) states that the transformational leadership style has a positive and significant effect on employee performance. Rasool, et al., (2015) and Akbar, et al., (2016) in their research found that transformational leadership style had a positive and significant effect on performance. TiksnayanaVipraprastha, et al., (2018) states that the transformational leadership style has a positive and significant effect on employee performance. ThoniSetyo Prabowo, et al., (2018) states that there is an influence of transformational leadership style that has a positive and significant influence on employee performance. Based on the results of previous studies, the following hypothesis is formulated.

H1: Transformational Leadership Style has a positive and significant effect on Employee Performance.

Commitment to the organization is the attitude of someone likes or dislikes employees towards the organization that shows involvement in the organization. Every individual is looking for organizations that can meet their needs and desires and allow the maximum use or utilization of their skills and abilities (Suparyadi, 2015: 451).

The results of the research TiksnayanaVipraprastha, et al., (2018) and EndangGiri, et al., (2017), organizational commitment significantly positive effect on employee performance. Bernard C. et al., (2017) in his research organizational commitment significantly positive effect on employee performance. Other research conducted by Ida Respatiningsih (2015) organizational commitment has a positive and significant effect on employee performance. Research conducted by Wahyudi (2016) organizational commitment has a partially positive effect on employee performance. Putra Mahardika's research results (2019) show that organizational commitment has a significant positive effect on employee performance. Thus the following hypothesis is put forward.

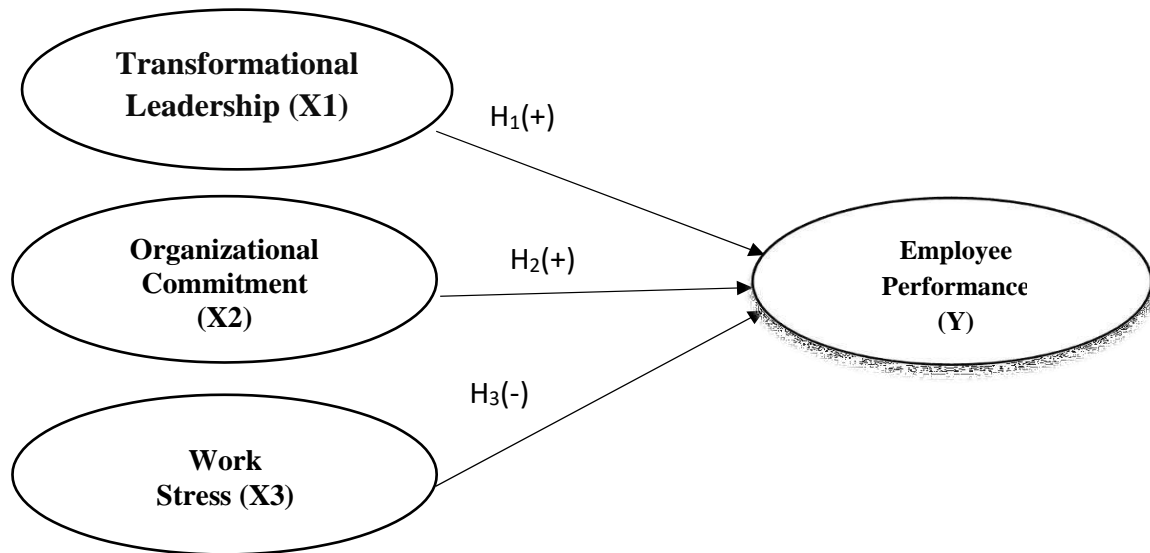
H2: Organizational Commitment has a positive and significant effect on Employee Performance

Job stress according to Siagian (2014: 300) explains that stress is a condition where tension occurs which results in changes to physical conditions, ways of thinking, and emotions. People who experience stress become nervous and feel chronic worries. The imbalance between work demands and the ability of individuals to cope with demands can cause work stress. Although the source of work stress is the same, but the reaction of

someone in dealing with it can vary due to individual differences that allow some people to not experience work stress and some others experience work stress.

Research conducted by Aris Munandar, et al., (2018) job stress has a negative effect on employee performance. Usman Ali et al., (2014) stated that work stress negatively affects employee performance at the Universities of Karachi Pakistan. Bashir, et al., (2014) stated that work stress has a negative effect on employee performance in Banking Secret of Pakistan. Similarly, SintyaDewi's (2016) study found that work stress has a negative effect on employee performance. Zafar, et al., (2015) and Kotteswari, et al., (2014) stated that there was a negative influence between work stress and employee performance. Based on the results of previous studies, the following hypothesis is formulated.

H3: Work Stress negatively affects employee performance.



III. RESEARCH METHOD

This research is classified as an associative research. This research was conducted at The Trans Resort Bali Hotel, Food & Beverage Service Division. Y). The population in this study were 45 employees of the Food & Beverage Service division at The Trans Resort Bali Hotel Company. The sampling technique is done by sampling saturated, namely by taking the entire population as respondents, with details in Table 1.

Table 1. Population and Respondents of the food & beverage service division

Division	Number (Person)
Restauran	15
Banquet	7
Bar	8
In Room Dining	15
Total	45

This study uses a questionnaire by submitting a prepared statement in writing about transformational leadership style, organizational commitment, work stress and employee performance in the Food & Beverage Service division at The Trans Resort Bali Hotel. each statement in the questionnaire will be measured using a Likert scale, i.e strongly agree with a score of 5, agree with a score of 4, simply agree with a score of 3, disagree with a score of 2, strongly disagree with a score of 1. The analysis technique used is multiple regression analysis.

IV. RESULT AND DISCUSSION

The validity test results show that all research instruments used to measure transformational leadership style variables, organizational commitment, work stress, and employee performance have correlation coefficient values with a total score of all statement items greater than 0.30 with a significance of less than 0.05. This shows that the points of the statement in the research instrument are valid and fit to be used as research instruments. The reliability test results show that all research instruments have a Cronbach's Alpha coefficient of more than 0.60. So it can be stated that all variables meet the reliability or reliability requirements so that they can be used to conduct research.

The results of the normality test analysis obtained a significance value of 0.566 as shown in Table 4.9. Therefore the significance value of the Kolmogorov-Smirnov test is more than 0.05, it can be concluded that the regression equation model is normally distributed. The tolerance value for each variable is greater than 10% and the VIF value is smaller than 10 which means the regression equation model is free from multicollinearity. The Significance value of the transformational leadership style variable was 0.867, organizational commitment was 0.378, and work stress was 0.724. This value is greater than 0.05 which means there is no influence between the independent variables on absolute residuals. Thus, the model created does not contain symptoms of heteroscedasticity.

After all the classical assumptions have been fulfilled, it is then described the results of multiple linear regression analysis. Calculation of multiple linear regression coefficients is done by regression analysis through SPSS 18.0 for Windows software, the results shown in Table 2 are obtained.

Table 2. Results of Multiple Linear Regression Analysis

Variables	Standardized			
	Beta	Std. Error	t count	Sig. T test
Constant	1.463		4.379	0,000
Transformational Leadership	0.741	0.055	10.764	0,000
Organizational Commitment	0.178	0.056	2.698	0.010
Work Stress	-0.157	0.047	-2.577	0,014
Dependen Variabel	Performance			
R Square	0,882			
Adjusted R Square	0,873			
F Statistik	102,098			
Signifikansi Uji F	0,000			

The analysis shows that the transformational leadership style has a positive and significant effect on employee performance. This means that the better the transformational leadership style implemented at The Trans Resort Bali Hotel, the employee's performance will increase. And vice versa, the worse the application of transformational leadership style at The Trans Resort Bali Hotel, the employee's performance will decrease. These results indicate that the values contained in the transformational leadership style can be perceived well and have a real impact on the performance of the employees of the Food & Beverage Service division at The Trans Resort Hotel Bali. Transformational leadership style measured by indicators: charismatic leadership, inspirational leadership, belief, intellectual stimulation and individual consideration proved to be able to influence the performance of employees of the Food & Beverage Service division at The Trans Resort Bali Hotel. This finding can be interpreted that if employees are proud of leaders who have a strong stance in leading the company, then leaders are able to provide encouragement in working for employees, able to provide confidence in subordinates, provide opportunities for employees to provide ideas and teach subordinates to develop more then this will be able to make a significant contribution to improving the performance of the Food & Beverage Service division employees at The Trans Resort Bali Hotel.

This study supports the results of previous research conducted by Puspitasari (2018), that transformational leadership has a positive and significant effect on employee performance. Agung Tucunan (2014) found that transformational leadership had a positive and significant effect on employee performance. Muthuveloo, et al., (2014) states that transformational leadership has a positive and significant effect on employee performance.

Rasool, et al., (2015) and Akbar, et al., (2016) in their research found that transformational leadership had a positive and significant effect on performance. TiksnayanaVipraprastha, et al., (2018) states that transformational leadership has a positive and significant effect on employee performance. ThoniSetyo Prabowo, et al., (2018) states that there is an influence of transformational leadership style that has a positive and significant influence on employee performance.

The analysis shows that organizational commitment has a positive and significant effect on employee performance. This means that the higher the organizational commitment of employees at The Trans Resort Bali Hotel, the employee's performance will increase. Vice versa, the lower the organizational commitment of employees at The Trans Resort Bali Hotel, the employee's performance will decrease.

These results indicate that the values contained in organizational commitment can be perceived well and have a real impact on the performance of the employees of the Food & Beverage Service division at The Trans Resort Hotel Bali. Organizational commitment measured by indicators: affective commitment, continuance commitment, and normative commitment are proven to be able to influence the performance of the

Food & Beverage Service division employees at The Trans Resort Bali Hotel. This finding can be interpreted that if employees feel proud to be part of the organization, then feel the action of leaving the organization is something that is risky for him and has a feeling of debt with the company then it will be able to make a significant contribution to improve the performance of employees of the Food & Beverage Service division at The Trans Resort Bali Hotel.

This study supports the results of TiksnayanaVipraprastha, et al., (2018) and EndangGiri, et al., (2017) research, organizational commitment has a significant positive effect on employee performance. Bernard C. et al., (2017) in his research organizational commitment significantly positive effect on employee performance. Other research conducted by Ida Respatiningsih (2015) organizational commitment has a positive and significant effect on employee performance. Research conducted by Wahyudi (2016) organizational commitment has a partially positive effect on employee performance. Putra Mahardika's research results (2019) show that organizational commitment has a significant positive effect on employee performance.

The analysis shows that work stress has a negative and significant effect on employee performance. This means that the higher the level of work stress will have an effect on the declining performance of employees. Vice versa, the lower the level of employee work stress at The Trans Resort Bali Hotel, it will affect the increasing employee performance.

These results indicate that the values contained in work stress can be perceived well and have a real impact on the performance of the Food & Beverage Service division employees at The Trans Resort Bali Hotel. Work stress measured by indicators: workload, leader attitude, work time, conflict and communication has been proven to be able to influence the performance of the Food & Beverage Service division employees at The Trans Resort Bali Hotel. This finding can be interpreted that if the employee has excessive workload, then there is a leader who is unfair in giving the task, then the lack of work time given to complete the work, the occurrence of conflict with the leader, there is poor communication between employees and other division leaders regulating the division food & beverage service at work, then it will be able to make a significant contribution to reducing the level of employee performance.

This research supports several by Aris Munandar, et al., (2018) work stress has a negative effect on employee performance. Usman Ali et al., (2014) stated that work stress negatively affects employee performance at the Universities of Karachi Pakistan. Bashir, et al., (2014) stated that work stress has a negative effect on employee performance in Banking Secret of Pakistan. Similarly, SintyaDewi's (2016) study found that work stress has a negative effect on employee performance. Zafar, et al., (2015) and Kotteswari, et al., (2014) stated that there was a negative influence between work stress and employee performance.

The theoretical implication of the results of this study is the knowledge of transformational leadership style, organizational commitment, and work stress positively affect employee performance in the Food & Beverage Service division at The Trans Resort Bali Hotel. This is able to prove empirically the theories and journals used in this study. The theoretical implications of the results of this study can also provide additional references for further research that discusses transformational leadership styles, organizational commitment, and work stress. The practical implication of the results of this study is the knowledge of transformational leadership style, organizational commitment, and work stress affect employee performance, the Food & Beverage Service management division at The Trans Resort Bali Hotel can pay attention to these variables in making policies related to improving employee performance, in various ways such as the head or head of the Food & Beverage Service division at The Trans Resort Bali Hotel further enhance and give trust to their subordinates, so that the transformational leadership style at The Trans Resort Bali Hotel is able to form properly. Then instill the perception in employees that the action of leaving the organization will be something that is risky for employees, so that the organizational commitment of employees at The Trans Resort Bali Hotel is able to form properly. Then improve and routinely evaluate the attitude of the leader who is unfair in giving tasks to his employees.

V. CONCLUSION

The conclusion of this study, based on the results of research and discussion is the transformational leadership style has a positive and significant effect on employee performance. This means that the better the transformational leadership style implemented, the performance of the Food & Beverage Service division employees at The Trans Resort Bali Hotel will increase. Organizational commitment has a positive and significant effect on employee performance. This means that the higher organizational commitment of Food & Beverage Service division employees at The Trans Resort Bali Hotel, the performance produced by employees will increase. Job stress has a negative and significant effect on employee performance. This means that the higher level of work stress will affect the decreasing performance of the employees of the Food & Beverage Service division at The Trans Resort Bali Hotel.

Employee performance variables show the indicator "Taking extra responsibility at work" has the lowest average value of respondents' answers, it is recommended for the management of The Trans Resort Bali

to provide training and education for employees regarding the importance of work responsibilities and teamwork within the company. Through the provision of training and education, employees are expected to be able to take extra responsibilities at work, so as to improve employee performance. Transformational leadership variable shows the indicator "Inspirational Leadership" has the lowest average value of respondents' answers, it is recommended for the leader or head of the Food & Beverage Service division at The Trans Resort Bali Hotel to always provide encouragement for employees to work. The variable organizational commitment shows the indicator "Affective commitment (affective commitment)" has the lowest average response rate of respondents, it is recommended for the management of The Trans Resort Bali Hotel to regularly hold family gatherings or activities that can build close teamwork relationships among employees, so that it can create a sense of pride in employees to be part of the organization. Work stress variable shows the indicator "Attitude of Leaders" has the highest average value of respondents' answers, it is recommended for the management of The Trans Resort Bali Hotel to be able to minimize the level of work stress of employees by way of leaders must provide equitable tasks to employees, so they can complete work with fast and employees are not stressed at work.

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