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Research Article

INFLUENCE OF LOCUS OF CONTROL AND LEADERSHIP STYLE TO PERFORMANCE EMPLOYEES AND WORK MOTIVATION AS MODERATING VARIABLES IN HOTEL SIBAYAK INTERNATIONAL BERASTAGI, NORTH SUMATRA, INDONESIA

Ngatemin*¹, Trisnawaty² and Sumardi³

Akademi Pariwisata Medan, North Sumatera, Indonesia

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ABSTRACT

The aim of this study wanted to test empirically the influence of locus of control and leadership style on employee performance and work motivation For moderating variables in Sibayak International Hotel Berastagi. This research is located in Sibayak international hotel Berastagi with a sample of 40 people by means of random sampling. Data were collected using a questionnaire and analyzed using multiple linear regression and path analysis. Locus of control and leadership style have direct effect on employee performance and work motivation, and had no direct impact on the performance of work motivation. But there is no effect between locus of control and the leadership style of the performance through motivation to work on Sibayak International Hotel Brastagi.

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INTRODUCTION

The high level of tourists both foreign and domestic big enough impact on hotel occupancy in Indonesia. Head of the Central Statistics Agency (BPS) North Sumatra stated in the news business that throughout January 2012 increasing the number of visitors of 154 697 foreign tourists into 168 932 tourists who came through the Kualanamu International Airport and is expected to experience a surge in December as in the year 2011 as many as 168 932 Tourist.

Visitor growth is a great opportunity for the hotel business in Indonesia. According to Director of International Admission of the East Asia Institute (EASB), hospitality business in some countries is on the rise, this is the case in Singapore, Hong Kong and also in Indonesia. In Indonesia alone, the growth of the hotel in 2013 quite rapidly. Based on the survey results of a central body to statistics released at a press conference EASB, the current number of rooms available is 155 739 units and is estimated by the chairman of the Indonesian Hotel and Restaurant Association, Wiryani, will reach 287,000 units at the end of 2013. However it turns out, according to Ivy, hospitality development and tourism is not accompanied by the development of human resources, both in quality and quantity. The world's tourism and hospitality continues to grow must be

balanced with improving the quality of human resources, whereas now available cannot meet the challenges of this industry. Currently the availability of a competent workforce is lacking in tourism, while there is very high demand.

Hotels are accommodation facilities that are managed commercially, provided for every person to obtain service following specialty food and drink and other facilities. On the organization of the hotel there are sections or departments that have the duty and fungsi in accordance with its function, and each department still has more units (sub-section) which supports the activities of these parts. Overall all sections / departments would involve people who are human resources who have the motivation to work is varied, but to support the successful operation of the hotel, the whole of human resources must work together synergistically to carry out management functions for the achievement of corporate goals (hotel) that has been set, and thus the hotel organization will be running in a healthy, harmonious and balanced.

The previous study that tested on the employee's performance as the dependent variable with the independent variable range of existing results is inconsistent. No results showed significantly negative (Campbell and Gingrich in Leach-Lopez, 2007), significantly positive (Brownell and McInes, 1986; Chenhall and Brownell, 1988; Early and Kanfer, 1985; Milani,

*Corresponding author: **Ngatemin**

Akademi Pariwisata Medan, North Sumatera, Indonesia

1975) significant negative (Mia, 1988), and no significant positive (Latham and Marshall, 1982). The existence of some differences on these results of this study will explore in more depth about the performance of employees with a number of variables that influence either directly or indirectly.

Locus of Control is one of personality variables (personality), which is defined as an individual's belief against capable least control the fate (destiny) own (Robbins, 2003). Theory of Locus of Control classifies individuals are included in the internal or external locus. Robbins (2003) stated that the Locus of Control both internally and externally is the level of an individual hoping that reinforcement or the results of their behavior depending on their own behavior or their personal characteristics. Locus of Control according to Kreitner and Kinicki (2003) consists of two constructs, namely internal and external, which if a man who believes that what happens is always in control and always take on the role and responsible in every decision-making is included in the internal Locus of Control, whereas a person who believes that the events in his life are beyond its control, including the external Locus of Control. Sonnentag (2001) stated that based on the theory Locus of Control, someone who feels uncomfortable in a certain cultural environment will experience helplessness and anxiety. Research conducted by Parker (2007) explains that the controlling influence on people is not just a simple process, but depending on the control itself and on whether the individual receives a causal link between the behaviors that require control.

Leadership or leadership is an activity or the art of influencing others to cooperate based on the person's ability to guide others in achieving the desired goals groups form of domination that is based on personal abilities that could encourage or incite others to do something based acceptance by the group, and has a special expertise that is appropriate for the specific situation (Parker 2007). Leadership style is a manifestation of the behavior of a leader, which concerns his ability to lead. The embodiment of leadership usually form a pattern or shape that is perceived / referred by subordinates (Davis, 1995).

Theoretical Framework

Employee performance is a key concept in work and organizational psychology (Campbell, 1990 in Sonnentag & Frese, 2001). An organization needs individuals with high performance in order to achieve their goals and of course to achieve profits komptetif. Performance is also very important for individuals, achieving a goal with a good performance can be a source of self-satisfaction and induce a feeling of pride. Conversely, if the individual reaches a low performance level, will feel discontent and failure. Individual performance is also greatly affecting his career. Companies need people with good performance, typically by providing reinforcement in the form of a salary increase (financial) and sale promotions. The company carries out decision making regarding both of these based on the results of the assessment of individual performance (Van Scotter, et al., 2000, in Sonnentag & Frese, 2001).

In defining performance should be distinguished from the aspect of results and process (Campbell, 1993 in Sonnentag & Frese, 2001). Behavioral aspects or aspects of the process is

what activities do people at work, while aspects of the results is a consequence of the activities undertaken by the individual. Performance is a multidimensional construct, Borman and Motowidlo (1993) in Sonnentag & Frese, (2001) differentiate into two-dimensional performance. The first dimension is the task performance and contextual performance. Task performance is an individual skill in performing work activities directly related to the technical core of the company. While contextual performance is an activity that does not contribute directly to the technical core, but rather support the organization on the psychological and social environment so that organizational goals can be achieved (Borman & Motowidlo, 1993 in Sonnentag & Frese, 2001).

Entanglement is a construct of positive psychology work where employees feel enthusiastic and happy in their work, which is represented by three, dimensions namely vigor, dedication and absorption (Bakker et al., 2011). Employees are bound (engaged employee) will be more superior than less engaged employees. The reason is, employees who are bound to have at least three advantages. First, they become more excited and enthusiastic, so that it can generate its own resources job, job resources employees will have an impact on the completion of task performance with better results. Second, employees are bound to be healthier both physically and psychologically, so that employees could work more focused on completing the work. Finally, employees who are bound to channel attachment to other employees, so that interpersonal relationships can be established and become better group performance (Bakker et al., 2011).

Explanation of the good performance comes from the working attachment is not in line with the results of this study which states that there is no relationship between attachment working with employee performance at Hotel Surabaya Plaza. The results of this study do not support the research Salanova (2005), which states that there is a positive correlation between attachments to work with performance. But then, the author tries to discover more about the employee's performance. Sonnentag & Frese (2001) review of the performance and states that there are three perspectives of looking at the performance of the employee. Individual differences perspective, the situational perspective and the perspective of regulatory performance. From the perspective of the three tried to analyze and answer the question that has the best performance? In what situations people can show their best performance? How to regulate the performance to get the best results?

In perspective individual differences Campbell & Gingrich (1986); Sonnentag and frees, (2001) states that there are three factors that affect the performance of that declarative knowledge, procedural knowledge and motivation. Declarative knowledge is knowledge of the facts, objectives, principles and us. Procedural knowledge consists of cognitive abilities, physical skills, self-management skills, and interpersonal skills. Lastly, the motivation, which consists of an option to bring up the performance, levels of effort and the presence of the business itself. Campbell did not provide specific assumptions about the motivation.

The statement was approved also by [Motowidlo, et al. \(1994\)](#) that states that the variable cognitive abilities have influence on the task knowledge, skill and task task habit. All three are strong predictors for task performance. Personality variables also affect the performance of contextual and state that predominantly affects personality. ([Motowidlo, et al., 1994](#); [Sonntag & Frese, 2001](#)).

The next perspective is a situational perspective, look at the performance through a neighborhood that may give him the stimulus or leave a hitch on individual performance. In this perspective, describing the environmental factors that affect the performance of individuals such as leadership, working characteristics, design work. Each factor can determine how people show their performance. Last Perspective states that the regulation of individual performance from yourself and the work environment can also determine a person's performance; core processes also affect a person's performance improvement. Such as setting goals, giving feedback is strongly associated with increased task performance ([Sonntag & Frese, 2001](#)).

RESEARCH METHODOLOGY

Design Research

This type of research is a kind of causality research, which conducted the research aims to analyze how a variable affects other variables. The research approach used to analyze this research is the study type explanation (explanatory / confirmatory research), where the research is intended to explain the causal relationship between endogenous and exogenous variables.

Location Research

This research was conducted at the International Hotel Sibayak Berastagi, which is one of the three star hotel which is located in Gunung Gundaling Street, Berastagi Tanah Karo, North Sumatra Province. This hotel is one of the hotels located in the area with the main travel Berastagi City and a panoramic view of Mount Sibayak Berastagi beautiful city.

Populations and Sample

In this study population is all employees of the International Sibayak Berastagi hotel totaling 40 people from the top management level - lower management. While samples taken in this study of 40 people with the technique of random sampling (random sampling).

Data Analysis Techniques

To test the hypothesis used multiple linear regressions with the shape of the overall interaction. Furthermore, the data obtained from this study will be analyzed by using regression analysis as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where:

- Y = employee performance
- X1 = Locus of Control
- X2 = Work Motivation
- X3 = Leadership Style
- β_0 = Constant / intercept
- $\beta_1, \beta_2, \beta_3$ = regression coefficient
- e = error term

FINDINGS AND DISCUSSION

From the test results it appears that all the variables, Locus of Control, leadership style and motivation have an influence on employee performance variables. More detailed results of the analysis and testing can be explained as follows:

1. There is an effect Locus of Control on work motivation Sibayak International Hotel Brastagi, seen from t-value $2.274 > t\text{-table } 2,034$ so that H_0 refused and H_a accepted. That is, there is a linear effect between Locus of Control on work motivation.
2. There is a leadership style influence on work motivation Sibayak International Hotel Brastagi, seen from t-value $2.685 > t\text{-table } 2,034$ so that H_0 refused and H_a accepted. That is, there was a linear effect of leadership style on work motivation.

Based on the above analysis, we can see the values of the equation I in the path analysis diagram below:

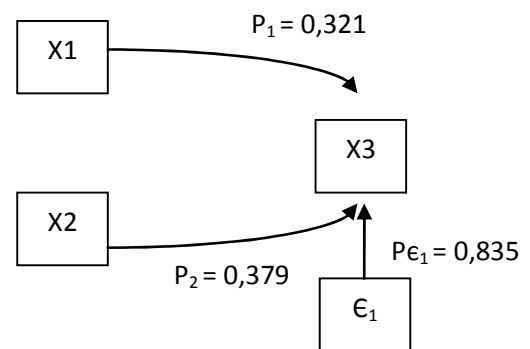


Figure 1 Diagram of Path Analysis Equation I

3. There is an effect on the performance Locus of Control Sibayak International Hotel Brastagi, seen from t-value $2.439 > 2.034$ t-table so that H_0 rejected and H_a accepted. That is, there is significant influence between Locus of Control on employee performance.
4. There is an effect Locus of Control of leadership style to the performance of Sibayak International Hotel Berastagi, seen from t-value $2.138 > 2.034$ t-table so that H_0 rejected and H_a accepted. That is, no significant effect of leadership style on employee performance.
5. Figures significance of $0.001 < 0.05$, then H_0 is rejected H_a accepted. That is, there is influence between Locus of Control and the leadership style of work motivation at Sibayak International Hotel Berastagi.
6. Figures significance of $0.000 < 0.05$, then H_0 is rejected H_a accepted. That is, there is influence between Locus of Control, motivation and leadership style on employee performance at Sibayak International Hotel Berastagi.
7. The indirect effect coefficient <direct influence ($\beta_1 \times \beta_3$) i.e. $0.0992 < 0.320$, then H_0 is accepted, thus Locus of Control does not significantly influence employee performance through motivation to work. Or in other words motivation to work is not an intervening variable/variable strong enough in mediating the relationship Locus of Control with employee performance. This indicates that the actual

effect between Locus of Control on the performance of employees is an indirect influence.

8. Coefficient indirect effect > direct influence ($p_2 \times p_5 < p_4$) i.e. $0.1171 > 0.287$, then H_0 is accepted; thereby leadership style does not significantly influence employee performance through motivation to work. Or in other words motivation to work is not an intervening variable/variable strong enough leadership style in mediating relations with employee performance. This indicates that the actual that influence of leadership style on employee performance is an indirect influence.

Based on the above analysis, we can see the values of the equation II in the path analysis diagram below:

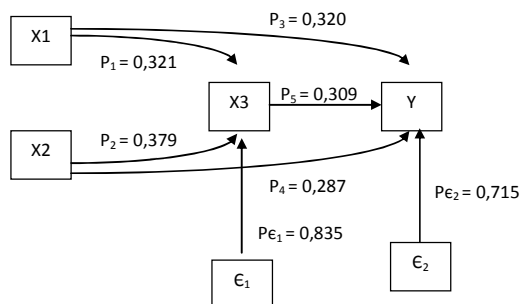


Figure 2 Diagram of Path Analysis Equation II

Path analysis of the image above equation II can be seen the influence of direct and indirect, as follows

Direct Impact (Direct Effect)

To calculate the direct effect is used the following formula:

- a. Locus of Control variable effect on work motivation
 $X1 \Rightarrow X3 = 0.321$
- b. Influence of Leadership Style variables to Work Motivation
 $X2 \Rightarrow X3 = 0.379$
- c. Locus of Control variables influence the Employee Performance
 $X1 \Rightarrow Y = 0.320$
- d. Leadership Style variables influence the Employee Performance
 $X2 \Rightarrow Y = 0.287$
- e. Work Motivation variables influence the Employee Performance
 $X3 \Rightarrow Y = 0.309$

The indirect effect (Effect Indirect)

To calculate the indirect effect, use the following formula:

- a. Locus of Control variables influence the Employee Performance through Work Motivation
 $X1 \Rightarrow X3 \Rightarrow Y = (0.321 \times 0.309) = 0.0992$
- b. Leadership Style variables influence the Employee Performance through Work Motivation
 $X2 \Rightarrow X3 \Rightarrow Y = (0.379 \times 0.309) = 0.1171$

Judging from the effects of direct and indirect influence over and structural similarities to known pathways analysis in this study, namely:

$$\text{Equation 1. } X_3 = 0.321 X_1 + 0.379 X_2 + 1$$

$$\text{Equation 2. } Y = 0.320 + 0.287 X_1 + 0.309 X_2 X_3 + 1$$

CONLUSSION AND RECOMMENDATION

Their Influence of Locus of Control and motivation towards work motivation on Sibayak International Hotel Brastagi. It also demonstrated no effect between Locus of Control and the leadership style of the performance of employees at Sibayak International Hotel Brastagi. Other findings in the study is no effect between Locus of Control and the leadership style of work motivation on Sibayak International Hotel Brastagi and no influence between Locus of Control and the leadership style of the performance of employees at Sibayak International Hotel Brastagi. While the Locus of Control and the style of leadership does not affect the performance through motivation to work on Sibayak International Hotel Brastagi. For Sibayak International Hotel Brastagi these results should be taken into consideration to improve the performance of employees. The results of this study indicate a positive value, which means that if the Locus of Control, leadership style and work motivation is increased then the employee's performance is also increased. So that needs to be done several decisions to improve employee performance better so that later the expected performance can be achieved. In an effort to improve employee motivation then the Sibayak International Hotel Brastagi expected to further improve in terms of doing the provision of positive motivation to employees. Locus of control, leadership style and motivation to work is an important part in improving the performance of employees. Therefore, to improve employee performance Sibayak International Hotel Brastagi should pay attention to three aspects.

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