



# The influence of transformational leadership and motivation on employee performance in the F&B Department at the Grand Mercure Hotel Medan

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## ABSTRACT

This study aims to analyze the influence of transformational leadership and motivation on employee performance in the Food & Beverage (F&B) Department at the Grand Mercure Medan Hotel. This study uses a quantitative approach with a survey method, where data are collected through questionnaires to 28 respondents consisting of F&B Department employees. The data analysis technique uses multiple linear regression to test the partial and simultaneous effects of both independent variables on the dependent variable. The results of the partial test indicate that transformational leadership has a positive and significant effect on employee performance, while motivation does not show a partially significant effect. However, simultaneously both have a significant effect on performance, as proven by the F test. The coefficient of determination ( $R^2$ ) of 0.496 indicates that 49.6% of the variation in employee performance can be explained by transformational leadership and motivation. This finding confirms the importance of the role of inspirational leadership and attention to employee needs in creating optimal work performance. Although motivation is not dominant individually, its existence remains an important component in the collective performance prediction model. This study recommends that hotel management strengthen transformational-based leadership training and formulate motivational strategies that are more adaptive to the characteristics of the younger generation that dominates the workforce.

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## 1. INTRODUCTION

The hospitality industry is a service sector that relies heavily on the quality of its human resources. Unlike the manufacturing sector, which relies on machines and technology as key elements of productivity, the success of hotel operations is largely determined by the competence, attitudes, and behavior of its employees in providing excellent service to guests. (Armstrong, 2007) Amidst increasingly fierce global competition, rising consumer expectations, and technological developments that are changing the business operational landscape, hotels are required not only to maintain service quality but also to continuously improve their organizational performance through effective and adaptive human resource management. (Brahmasari, 2008)

In the context of modern organizational management, leadership has been recognized as a key determinant in creating resilient, responsive, and innovative organizations. (Deci, 2000)

Transformational leadership, in particular, has attracted widespread attention in management literature due to its visionary, inspirational, and individual-development-oriented characteristics as well as organizational cultural change. According to Bass and Avolio (1994), transformational leaders are able to elevate employee motivation and morale through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In the context of service organizations such as hotels, this leadership style is crucial because it fosters employee emotional engagement in service delivery, ultimately improving the quality of customer interactions. (Bass, 1994)

On the other hand, work motivation is also a crucial variable that directly influences the performance levels of individuals and groups within an organization. Classical motivation theories such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Vroom's Expectancy Theory explain that work behavior is not solely determined by financial incentives, but also by psychological factors such as the need for self-actualization, recognition, and a sense of belonging to organizational goals. (Farida, 2016) Motivated employees not only demonstrate high work performance but also exhibit greater loyalty and commitment to the organization. Therefore, a thorough understanding of motivational mechanisms and how they are influenced by leadership style is crucial in designing effective HR management strategies. (Hasibuan, 2007)

The Food & Beverage (F&B) department plays a strategic role in hotel operations as one of the spearheads of guest service. The quality of F&B service is often the primary measure of the overall guest experience. This department is not only required to provide fast and friendly service, but also must be able to manage high work pressure, flexible working hours, and complex team coordination. In such a dynamic work environment, the leadership style of the direct supervisor and the level of employee motivation are crucial factors in determining optimal performance. (Herzberg, 1959)

Hotel Grand Mercure Medan, as part of the international Accor Hotels network, has high operational standards and service expectations. (Umam, 2013) Maintaining this quality and reputation requires leadership that is not only able to organize and direct, but also inspires enthusiasm, loyalty, and innovation from each individual on the team. (Mangkunegara, Evaluasi Kinerja SDM, 2005) Although the company has a structured management and training system, the reality on the ground often shows variations in employee performance, particularly in the labor-intensive and service-intensive F&B department.

This research is important and relevant because it attempts to answer these questions with a scientific approach. (Mangkunegara, Manajemen Sumber Daya Manusia Perusahaan, 2009) By analyzing the influence of transformational leadership and motivation on employee performance in the F&B department of the Grand Mercure Hotel Medan, this research is expected to provide empirical contributions to the development of leadership and motivation theories in the context of service organizations, while also providing practical recommendations for management in formulating strategies for improving employee performance sustainably. (Mangakuprawira, 2011)

## 2. RESEARCH METHOD

This research uses an associative approach, where there is a relationship or influence between each independent and dependent variable. Data types and sources in this study, namely (a) Primary data is data obtained directly from the results of interviews, observations and questionnaires distributed to a number of respondent samples that match the target. (Sugiyono, 2017) (b) Secondary data is data obtained from other parties indirectly, which is related to the research being conducted. (Sugiyono, 2017). Secondary data in this study consists of company records, book references, and journals. Collection Method In this research, the author used data collection methods including: (1) *Field Research*, field research consists of: (a) Observation, research conducted by observing objects, either directly or indirectly, using a technique called observation. The author uses this method to observe directly D'Prima Hotel Deli Serdang. (b) Questionnaire, Questionnaires can be viewed as a research technique that has many similarities to interviews, except in their implementation. Questionnaires are administered in writing, while interviews are oral. The author will use this method to obtain data from respondents by asking questions related to transformational leadership and motivation on employee performance in the F&B Department at the Grand Mercure Hotel Medan. (2)

*Library Research*, research conducted by collecting library materials, literature and scientific papers related to this research.

The population in this study were Supervisors and Employees working in the F&B Department at the Grand Mercure Hotel Medan, numbering between 25 and 30 people. (Sugiyono, 2017) stated that if the population is less than 100 people, it is better to sample the entire population so that the data obtained is more accurate and representative. Thus, the number of samples in this study was 25–30 people, according to the number of population available in the work unit that was the object of the study.

Instrument Statement Test carried out using (1) Validity Test, validity testing, the instrument is tested by calculating the correlation coefficient between the item score and the total score at a significance level of 95% or  $\alpha = 0.05$ . An instrument is said to be valid if it has a correlation significance value of  $\geq$  of 95% or  $\alpha = 0.05$ . (2) Reliability Test, is the extent to which the results of a measurement can be trusted, meaning if several measurements on the same group produce relatively similar results. In this study, the reliability test was conducted using the Cronbach Alpha Formula technique and the SPSS 26.0 program.

Data Analysis Techniques using: (1) Spearman's Rank Coefficient, In nonparametric statistical tests. This test is used to determine the relationship between two ordinal scale data variables. A variable/data is said to be ordinal scale if the data measurement shows a level or ranking data. The ordinal scale has a higher level compared to the nominal scale. In addition to ordinal data, this technique can be used for a small amount of data (less than 30) so that it does not require assumption tests such as product moment correlations such as normality and linearity. (2) Multiple Linear Regression Test, Multiple linear regression is an analysis used to study the relationship between a dependent variable and two or more independent variables. To see the influence of two or more independent variables on the dependent variable together which is indicated by the regression coefficient ( $b_1$ ).

Hypothesis testing in this study uses: (1) The Coefficient of Determination ( $R^2$ ) measures the extent to which the model is able to explain the dependent variable. (2) Simultaneous Test, To test the research hypothesis, a simultaneous test (F Test) was used. This test was carried out to see transformational leadership and motivation on employee performance F&B Department at Grand Mercure Hotel Medan, testing was carried out at a 95% confidence level or an error level of  $\alpha = 0.05$  (5%), (2) Partial Test (t-test), Partial test (t-test) aims to see transformational leadership and motivation on employee performance F&B Department at Grand Mercure Hotel Medan:

1. If  $t_{count} \leq t_{table}$  then  $H_0$  is accepted,  $H_1$  and  $H_2$  are rejected, meaning that partially this research has no effect;
2. If  $t > t_{table}$  then  $H_0$  is rejected,  $H_1$  and  $H_2$  are accepted, which means that this research has a partial effect.

### 3. RESULTS AND DISCUSSIONS

#### A. Research Instrument Testing

As a first step before this instrument is distributed to respondents, a feasibility test of the instrument is first conducted on the respondent sample. This aims to determine the level of validity and reliability of the research instrument. In this study, the instrument used was 8 items for the validity of the Transformational Leadership variable ( $X_1$ ), Motivation ( $X_2$ ) as many as 8 items for validity and as many as 7 items for the validity of the Employee Performance variable ( $Y$ ) with a sample size of 28 people. Validity testing uses the Product Moment formula and to test the reliability of the questionnaire, the Cronbach Alpha formula is used where the calculation uses IBM SPSS Statistics 26. A questionnaire is said to be valid if the calculated  $r > r_{table}$  at a significant level at the p-value with an  $\alpha$  value of 0.05 (5% error rate).

##### 1. Validity Test

Validity testing of the Transformational Leadership variable instrument ( $X_1$ ) was conducted to determine the extent to which each statement item was able to measure the intended theoretical construct. The instrument was tested using the Pearson Product Moment correlation technique, which examines the linear relationship between the scores of each item and the total score of variable  $X_1$  (the total score of the question items on the Transformational Leadership variable).

In this study, there are 8 statement items tested, namely IDI1, IDI2, INM3, INM4, INS5, INS6, INC7, and INC8. The correlation value of each item to the total score of the Transformational Leadership variable is shown in the last column of the table, and compared with the r-table value at a significance level of 5% ( $\alpha = 0.05$ ) with  $N = 28$ , where the r-table value  $\approx 0.374$ .

Table 1. Validity of the Transformational Leadership (X)

Instrument	Validity Value		Conclusion
	R. Count	R. Table df = (n-2) 28 - 2 = 26	
1 IDI1	0.754	0.374	Valid
2 IDI2	0.581		Valid
3 INM3	0.431		Valid
4 INM4	0.513		Valid
5 INS5	0.605		Valid
6 INS6	0.444		Valid
7 INC7	0.511		Valid
8 INC8	0.379		Valid

Source: Processed data, 2025

From the data, it can be seen that all items have a calculated r-value  $>$  r-table (0.374) and a significance value (p-value)  $<$  0.05, so all items can be declared statistically valid. Academically, this indicates that each statement in the questionnaire is able to reflect the dimensions inherent in transformational leadership, such as:

- a. IDI (Idealized Influence)  $\rightarrow$  reflects the exemplary behavior and integrity of the leader.
- b. INM (Inspirational Motivation)  $\rightarrow$  measures the extent to which leaders provide inspiring motivation and vision.
- c. INS (Intellectual Stimulation)  $\rightarrow$  related to encouragement of creativity and innovation of subordinates.
- d. INC (Individualized Consideration)  $\rightarrow$  measures the leader's attention to the needs and personal development of employees.

With this good instrument validity, it can be concluded that the measurement of the Transformational Leadership variable in this study has met the construct validity requirements, so it is suitable for use for further analysis, such as correlation tests between variables and hypothesis testing.

Validity testing of the Motivation Variable (X2) instrument was conducted to ensure that each statement item in the questionnaire was truly capable of measuring aspects of performance as defined theoretically. The testing was conducted using the Pearson correlation method (Product Moment), namely by testing the influence between the scores of each item (M1–M8) on the total score of the X2 variable (Motivation).

Based on the results of calculations using data from 28 respondents, the correlation value (Pearson Correlation) between items and the total variable score was obtained as follows:

Table 2. Validity of the Motivation (X2)

Instrument	Validity Value		Conclusion
	R. Count	R. Table df = (n-2) 28 - 2 = 26	
1 M1	0.749	0.374	Valid
2 M2	0.770		Valid
3 M3	0.770		Valid
4 M4	0.600		Valid
5 M5	0.821		Valid
6 M6	0.795		Valid
7 M7	0.562		Valid

8	M8	0.814	Valid
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Source: Processed data, 2025

The validity test results above indicate that each statement in the work motivation variable (X2) has strong discriminatory power, namely being able to distinguish between respondents with high and low motivation levels. This is evident from the item-total correlation values, which all exceed the minimum threshold ( $r > 0.374$ ), and most even show quite high correlations (above 0.70), such as M2, M3, M5, and M8.

The high validity of this instrument strengthens the assumption that motivational constructs, both intrinsic (such as personal satisfaction, work meaning, and enthusiasm) and extrinsic (such as compensation, career opportunities, and work recognition) have been accurately represented in the statements submitted to respondents.

Items such as M2 and M3 ( $r = 0.770$ ) demonstrate excellent validity strength, indicating that the motivational aspects derived from personal rewards and achievement factors have a strong resonance with actual work experiences in the F&B environment. Meanwhile, items with relatively lower correlation values but still valid, such as M7 ( $r = 0.562$ ), still make a meaningful contribution to the overall scale, although they may represent more situational or contextual dimensions of motivation (e.g., related to work shifts or operational pressures).

Based on the validity test results, it can be concluded that all statements in the work motivation variable (X2) are statistically valid and able to accurately measure the construct of employee motivation. These results strengthen the belief that further analysis, both reliability and regression analysis, can be conducted based on a valid instrument. Furthermore, this high level of validity also indicates that employee perceptions of work motivation have been clearly and representatively defined in the research instrument. (Mathis, 2006)

Validity testing of the Employee Performance Variable (Y) instrument was conducted to ensure that each item in the questionnaire was truly capable of measuring performance aspects as defined theoretically. The testing was conducted using the Pearson (Product Moment) correlation method, namely by examining the influence between the scores of each item (KK1–KK7) on the total score of the Y variable (Employee Performance).

Based on the results of calculations using data from 28 respondents, the correlation value (Pearson Correlation) between items and the total variable score was obtained as follows:

**Table 3.** Validity of the Employee Performance (Y)

Instrument	Validity Value		Conclusion
	R. Count	R. Table df = (n-2) 28 - 2 = 26	
1 KK1	0.544	0.374	Valid
2 KK2	0.600		Valid
3 KK3	0.392		Valid
4 KK4	0.585		Valid
5 KK5	0.646		Valid
6 KK6	0.617		Valid
7 KK7	0.617		Valid

Source: Processed data, 2025

The results of the validity test show that the seven employee performance indicators used in this study have a positive and significant correlation to the total construct score, which means that each item has a strong contribution in measuring the performance dimensions studied.

The highest correlation values were obtained for KK5, KK6, and KK7 ( $r = 0.617–0.646$ ), which relate to aspects of work initiative, adaptation to change, and work stability under pressure. This indicates that in the dynamic F&B operational environment, these dimensions are considered important indicators in assessing performance. The ability to remain responsive, independent, and flexible is highly valued and reflects superior performance in the hospitality sector.

Meanwhile, item KK3 ( $r = 0.392$ ), despite having the lowest correlation value compared to the others, still exceeds the minimum validity limit ( $r_{table} = 0.374$ ) and is therefore still considered valid. This item may represent a more technical or routine dimension of performance, such as achieving quantitative targets, which can vary depending on shift conditions and guest volume.

Overall, the validity of all items shows that the employee performance instrument has been compiled with reference to theoretical dimensions relevant to direct service work, as stated by (Mangkunegara, *Evaluasi Kinerja SDM*, 2005), namely work quality, work quantity, responsibility, cooperation, and initiative.

Based on the validity test results, it can be concluded that the seven statement items used to measure the employee performance variable (Y) in this study meet statistical validity requirements. All instrument items have a significant correlation with the total score, meaning this instrument can be used to measure employee performance perceptions with a scientifically justifiable level of accuracy.

This validity strengthens the foundation for proceeding to the next stage of reliability testing and inferential analysis, such as regression testing to see the influence of transformational leadership and motivation on employee performance in the operational context of the F&B Department of the Grand Mercure Hotel Medan.

## 2. Reliability Test

Next, after the validity test was carried out, a reliability test was carried out which aimed to test whether the instrument designed in this study was consistent in measuring the variables to be measured.

Validity testing uses the Product Moment formula and to test the reliability of the questionnaire, the Conbrach Alpha formula is used, where the calculation uses IBM SPSS Statistics 26. A questionnaire is said to be reliable if  $r\text{-count} > r\text{-table}$  at a significance level of 95% or  $\alpha = 0.05$ .

Table 4. Reliability Results

Reliability Statistics	
Cronbach's Alpha	N of Items
0.629	8
0.887	8
0.655	7

Source: *Processed data, 2025*

### a. Transformational Leadership Variable (X1)

A Cronbach's Alpha value of 0.629 indicates that the instrument is in the moderately reliable category. This means that the items in this variable have adequate internal consistency in measuring employee perceptions of transformational leadership style. Although not yet in the high category, this value is still suitable for use in field studies, particularly because the number of items is quite proportional (8 items) and the measurement scale has passed previous validity tests.

### b. Motivation Variable (X2)

A Cronbach's Alpha value of 0.887 indicates that the instrument has high reliability. This indicates that all items in the motivation questionnaire demonstrate very strong agreement in measuring the same construct. This high reliability indicates that employee perceptions of work motivation—both intrinsic and extrinsic—are highly consistent. Therefore, the motivation variable can be considered one of the most stable measuring instruments in this study. (Moeheriono, 2009)

### c. Employee Performance Variable (Y)

The Cronbach's Alpha value of 0.655 is also considered quite reliable. While not as robust as the motivation variable, this value indicates that the majority of items have acceptable internal consistency in measuring employees' perceptions of their own work performance. This alpha value can be considered appropriate for applied research in service sectors such as hospitality, where performance dimensions can be influenced by numerous situational factors such as work shifts, operational pressures, and collective perceptions. (Noe, 2020)

## B. Research Hypothesis Testing

### 1. Spearman Rank Correlation Test

The Spearman Rank correlation test was used in this study to determine the degree of relationship between research variables that are ordinal in scale or do not meet the assumptions of linearity and normality of distribution. Spearman correlation is suitable for use in organizational behavior studies when the data comes from a Likert scale and the sample size is relatively small, such as in this study involving 28 respondents from the Food & Beverage Department at the Grand Mercure Hotel Medan.

Table 5. Hypothesis Testing Using Spearman Test

		Transformational Leadership Variables	Variables Motivation	Employee Performance Variables
Transformational Leadership Variables	Pearson Correlation	1	-0.158	.702**
	Sig. (2-tailed)		0.422	0,000
	N	28	28	28
Motivation Variables	Pearson Correlation	-0.158	1	-0.166
	Sig. (2-tailed)	0.422		0.399
	N	28	28	28

Source: Processed data, 2025

Based on Table 5, the results of the Spearman correlation test between variables show the following:

- a. The Relationship between Transformational Leadership (X) and Employee Performance (Y)
  1. Correlation value:  $\rho = 0.702$
  2. Significance:  $p = 0.000$
  3. Interpretation: Strong and statistically significant relationship

This finding shows that the higher the employee's perception of the more transformational leadership styles their superiors employ (particularly in terms of inspiration, role modeling, and empowerment), the higher their reported performance. This aligns with Bass & Avolio's (1994) theory, which states that transformational leadership encourages increased commitment, emotional involvement, and work productivity among subordinates.

- b. The Relationship between Work Motivation (X1) and Employee Performance (Y)
  1. Correlation value:  $\rho = -0.166$
  2. Significance:  $p = 0.399$
  3. Interpretation: Weak and insignificant relationship

These results indicate that, in the context of the F&B Department at the Grand Mercure Hotel Medan, perceptions of motivation (both intrinsic and extrinsic) do not significantly correlate with employee performance. Several possible causes include:

1. Employee work motivation may be influenced by short-term factors (e.g., the need for temporary incentives), which do not have a direct impact on daily work performance.
  2. There are other factors that more dominantly influence performance, such as leadership, operational pressure, or shift systems.
  3. The motivational items in the questionnaire tend to be general in nature and do not capture specific motivational dimensions relevant to the hospitality service sector.
- c. The Relationship between Transformational Leadership (X1) and Work Motivation (X2)
    1. Correlation value:  $\rho = -0.158$
    2. Significance:  $p = 0.422$
    3. Interpretation: Weak and insignificant relationship

These results indicate that perceptions of transformational leadership style do not directly correlate with employee work motivation levels. This could indicate that work motivation is more influenced by other factors such as the compensation system, work environment, or personal factors. Although leaders play a role in shaping work culture, the direct effect on motivation is not yet strongly evident in these data. (Putra, 2019)

The results of the Spearman correlation test in this study show that:

1. There is a strong and significant relationship between Transformational Leadership (X1) and Employee Performance (Y).
2. There is no significant relationship between Work Motivation (X2) and Employee Performance (Y).
3. There is no significant relationship between Transformational Leadership (X1) and Work Motivation (X2).

These findings confirm that, in the context of hotel F&B operations, leadership style has a direct impact on performance, while work motivation is not directly correlated with performance. This provides important insight for hotel management that leadership development plays a more strategic role in driving employee performance than general motivational approaches. (Rivai, 2008)

## 2. Multiple Linear Regression Analysis

This analysis examines the extent of influence of Transformational Leadership (X1) and Motivation (X2) on Employee Performance (Y) in the Food and Beverage (F&B) Department at the Grand Mercure Hotel Medan. This study uses a quantitative approach with multiple linear regression analysis techniques to measure the relationship between variables and the contribution of each independent variable to the dependent variable. Based on the results of data processing carried out using a statistical program, the following regression equation model is obtained:

Table 6. Simple Linear Regression Analysis

Model		Coefficients <sup>a</sup>		Standardized Coefficients	t	Sig.
		Unstandardized Coefficients	Std. Error			
	B		Beta			
1	(Constant)	9,183	6,409		1,433	0,164
	Transformational Leadership Variable (X)	0,675	0,140	0,693	4,822	0,000
	Motivation Variables	-0,041	0,105	-0,056	-0,392	0,699

a. Dependent Variable: Employee Performance Variable

Source: Processed data, 2025

$$Y=9.183+0.675X1-0.041X2$$

The multiple linear regression equation above shows that when there is no contribution from the transformational leadership (X1) or motivation (X2) variables, the baseline or intercept value of employee performance is 9.183. This figure represents the prediction of employee performance in a neutral condition without the influence of the two independent variables. Furthermore, every one-unit increase in perception of transformational leadership will increase employee performance by 0.675 units, while a one-unit increase in motivation actually decreases performance by 0.041 units. However, the negative influence of motivation requires further analysis because its significance value is very high and not statistically significant.

Partial analysis shows that:

- a. Transformational Leadership (X1) has a t-value of 4.822, which is much greater than the t-table value (around 2.000), and has a significance level of  $0.000 < 0.05$ . This indicates that this variable has a partial significant effect on employee performance. This means that the higher the level of transformational leadership—which includes inspirational vision, individual

attention, intellectual stimulation, and idealized influence—the higher the level of employee performance in the organizational environment. This finding is in line with the transformational leadership theory developed by Bass and Avolio, which emphasizes that a leadership style that is able to inspire and empower team members will increase internal motivation, commitment, and ultimately, overall work performance. (Robbins S. P., 2005) In the context of a dynamic work department such as F&B at the Grand Mercure Hotel Medan, transformational leadership plays a vital role in creating an adaptive, collaborative, and service-oriented work climate.

- b. The Motivation variable (X2), on the other hand, showed a t-value of -0.392 and a significance value of 0.699 > 0.05, meaning that this variable does not have a partial significant effect on employee performance. In fact, the negative B coefficient (-0.041) indicates that an increase in motivation scores tends to be followed by a decrease in performance scores, although this cannot be concluded validly because the significance value does not meet the requirements for being considered significant. Theoretically, this result seems inconsistent with classical literature such as Maslow's theory of needs and Herzberg's two-factor theory, both of which place motivation as one of the main determinants of work performance. However, in an empirical context, this result can be interpreted as an indicator that motivation in the work environment has not been channeled optimally, or that the type of motivation being measured—for example, solely extrinsic motivation—is not strong enough to drive significant performance improvements. (Robbins S. P., 2017) Furthermore, it may be that the influence of motivation in this model is more appropriately viewed as a mediating variable between leadership and performance, rather than as a direct predictor.
- c. *Standardized Coefficients* (Beta) shows that transformational leadership ( $\beta = 0.693$ ) has a more dominant influence on employee performance compared to motivation ( $\beta = -0.056$ ). Thus, it can be concluded that leadership style has a much greater contribution in shaping employee quality and productivity, while the influence of motivation in this model is very small and even insignificant. (Siagian, Manajemen Sumber Daya Manusia, 2008) This indicates that in work situations that require high collaboration, speed of service, and interpersonal interaction such as in the F&B sector, the role of leaders in providing direction, inspiration, and reinforcement is very important in determining employee performance.

These results demonstrate that employee performance at the Grand Mercure Hotel Medan is largely determined by the direct influence of leaders who are able to mobilize the team through transformational leadership and intrinsically motivate through role models and a shared vision. This finding supports modern theories in human resource management that emphasize the importance of people-centered leadership in improving overall organizational capabilities and performance. Conversely, the low contribution of motivation indicates the need to reevaluate the incentive system, job structure, and organizational climate, which may not be able to effectively generate work motivation among employees.

Practically, hotel management is advised to continue developing transformational leadership capacity at every managerial level, including supervisors and division heads, through systematic leadership training and development programs. Meanwhile, policies related to increasing employee motivation need to be formulated more thoroughly, not only focusing on financial aspects but also psychological aspects such as recognition, career development, and a sense of belonging to the company. Thus, the synergy between strong leadership and appropriate motivation will be a strategic combination in improving overall employee performance.

### 3. Hypothesis Testing

#### a) T-Test (Partial)

The t-test is conducted to show the extent of the influence between the independent variable and the dependent variable. If the significance value (Sig.) is less than 0.05, then one variable is said to have a significant influence on another variable. The value of the table with  $(\alpha/2; nk-1) = t(0.05/2; 97 - 2 - 1) = (0.025; 94)$  then the t table obtained is 1,985

Table 7. T-Test Results

Model		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	9,183	6,409		1,433	0.164
	Transformational Leadership Variable (X1)	0.675	0.140	0.693	4,822	0,000
	Motivation Variable (X2)	-0.041	0.105	-0.056	-0.392	0.699

a. Dependent Variable: Employee Performance Variable

Source: Processed data, 2025

Based on the results of multiple linear regression analysis conducted to test the partial influence of each independent variable on the dependent variable, it was found that the Transformational Leadership variable had a significant influence on Employee Performance, while the Motivation variable did not show a significant influence.

The test results on the Transformational Leadership variable show a regression coefficient value of 0.675 with a significance value of 0.000 ( $p < 0.05$ ) and a t-value of 4.822. The significance value is far below the threshold of 0.05 indicating that the influence of this variable on employee performance is statistically significant. This means that an increase in the application of a transformational leadership style will significantly improve employee performance in the F&B Department of the Grand Mercure Hotel Medan. In addition, the standard beta coefficient value of 0.693 indicates that the influence of Transformational Leadership is the most dominant contributor in this model, compared to other variables. This strengthens the premise that a leadership style that inspires, provides vision, and encourages positive change has a strategic role in optimizing individual and team performance in the highly dynamic hospitality sector that demands high service standards.

In contrast, the t-test results for the motivation variable show a regression coefficient of -0.041 with a significance value of 0.699 ( $p > 0.05$ ) and a calculated t of -0.392. This very high significance value indicates that partially, motivation does not significantly influence employee performance in the context of this study. The negative coefficient that appears, although very small, indicates that increasing motivation as measured in this study actually slightly decreases performance, although the effect is not significant. This could be caused by several factors, such as a mismatch between the type of motivation provided and the actual needs of employees, or the possibility that extrinsic motivation has not fully impacted productivity increases. (Santoso, 2018)

Theoretically, this finding confirms the importance of leadership in shaping organizational performance, as proposed by Bass and Avolio (1994) in their Transformational Leadership theory, which emphasizes that visionary and charismatic leaders are able to create significant changes in the behavior and performance of their subordinates. Meanwhile, the insignificance of motivation may indicate that in the labor-intensive and service-oriented hospitality sector, employee motivation is more influenced by non-monetary factors, such as social recognition, good working relationships, and personal achievement.

Therefore, the management of the Grand Mercure Medan Hotel, particularly the Food and Beverage Department, is advised to focus more on developing transformational leadership within human resource management. This can be achieved through leadership training, coaching, and character development for team leaders to inspire and empower employees sustainably. Meanwhile, the motivational strategies used need to be evaluated and tailored to the employee's profile and actual needs to more effectively support performance improvement. (Siagian, Teori dan Praktik Manajemen, 2002)

#### b) F Test (Simultaneous Test)

The F-test aims to examine whether the independent variables, namely Transformational Leadership (X1) and Motivation (X2), simultaneously have a significant effect on the dependent variable, namely Employee Performance (Y). This test is conducted using analysis of variance (ANOVA) in a multiple linear regression model.

Table 8. Simultaneous Test Results (F Test)

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57,890	2	28,945	12,309	.000b
	Residual	58,789	25	2,352		
	Total	116,679	27			

a. Dependent Variable: Employee Performance Variable  
b. Predictors: (Constant), Motivation Variable, Transformational Leadership Variable (X)

Source: Processed data, 2025

Based on the results above, it is known that:

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- in the F&B Department significance ( $0.000 < 0.05$ ), and
- The calculated F value ( $12.309 > F$  table ( $3.39$ )).

Thus,  $H_0$  is rejected and  $H_a$  is accepted, which means that simultaneously, the Transformational Leadership and Motivation variables have a significant effect on Employee Performance at the Grand Mercure Hotel Medan.

These findings indicate that although only Transformational Leadership is partially significant, when combined with Motivation, the two variables collectively form an effective predictive model in explaining variations in employee performance. (Wibowo, 2007) This indicates that a human resource management approach that integrates effective leadership and motivational support still has a strategic impact on workforce performance in the hospitality sector.

### c) Determination Test (R Square)

After conducting multiple linear regression and model significance testing (t-test and F-test), the next step is to analyze the coefficient of determination (R-square). This test aims to determine the extent to which the independent variables, namely Transformational Leadership and Motivation, are jointly able to explain variations or changes in the dependent variable, namely Employee Performance. In other words, the determination test measures the strength of the simultaneous relationship between the independent variables and the dependent variable.

Table 9. Determination Test

Model	R	Model Summary		
		R Square	Adjusted R Square	Standard Error of the Estimate
1	.704a	0.496	0.456	1,533

a. Predictors: (Constant), Motivation Variable, Transformational Leadership Variable (X)

Source: Processed data, 2025

Scientifically, the R Square value of 0.496 indicates that nearly half of the fluctuations in employee performance in this study can be explained by the leadership style applied and the level of employee motivation. This reflects that leadership and motivation factors play a significant role, but there is still significant room for other factors not yet accommodated in this model—for example, organizational culture, work environment, compensation, training, or work-life balance.

The relatively high R value (0.704) confirms the previous F-test results, indicating that this model is feasible and has good predictive capabilities. Therefore, strengthening transformational leadership and an appropriate motivational approach will significantly support performance improvement, but should be integrated with other supporting factors to achieve more optimal results.

## Discussion

The discussion of the research results provides theoretical and practical interpretations of the statistical data processing results that have been carried out, and explains how these empirical

findings contribute to broadening the understanding of human resource management, particularly in the context of hospitality service organizations. The discussion focuses on three main aspects: the partial influence of each independent variable, the simultaneous influence, and the predictive ability of the model through the coefficient of determination value.

The results of the partial test show that transformational leadership has a statistically significant influence on employee performance, as indicated by the calculated *t* value of 4.822 and a significance value (Sig.) of 0.000 ( $p < 0,05$ ). A positive regression coefficient of 0.675 indicates that an increase in the application of a transformational leadership style will be followed by an increase in employee performance, assuming other variables remain constant (*ceteris paribus*).

This finding is fully consistent with the transformational leadership theory developed by Bass and Avolio (1994), which suggests that transformational leaders have the ability to inspire, stimulate thinking, and provide individual attention to subordinates, thereby encouraging performance achievement that exceeds standards. In the operational context of the F&B unit which is characterized by a fast work rhythm, high service pressure, and coordination demands in a complex team, the role of the leader is not only limited to administrative functions, but is broader as an agent of change and driver of work motivation. (Yukl, 2010)

Dimensions such as inspirational motivation and individualized consideration are highly relevant in building employees' emotional engagement and commitment to their tasks. With leaders who can provide a strong vision and recognize the individual needs of employees, a productive, inclusive, and adaptive work climate can be created. This also reflects the application of transformational leadership principles in the service sector, which relies heavily on intense human interaction.

In addition, the statistical significance of the influence of transformational leadership also emphasizes the strategic role of this leadership style in the context of organizational behavior theory, where employee performance is not only determined by instructions or work systems, but also by the quality of the relationship between leaders and subordinates, and the extent to which leaders are able to influence the values, beliefs, and goals of individuals in the team.

In contrast to transformational leadership, the results of partial tests on the motivation variable show that this variable does not have a statistically significant effect on individual employee performance, with a calculated *t* value of -0.392 and a significance value of 0.699 ( $p > 0.05$ ). The negative regression coefficient (-0.041) and the very low standard beta value (-0.056) indicate that increased motivation is not necessarily followed by increased employee performance in the context of this study.

Theoretically, these results may seem contradictory to classical approaches in management theory, such as Maslow's, Herzberg's, and Vroom's motivational theories, which place motivation as the primary determinant of work behavior. However, in an empirical context, these results can be interpreted as reflecting the complexity of motivational dynamics in the modern workplace. This can be explained by several possibilities:

First, it could be that the motivational system implemented within the organization is not fully effective or does not align with employee expectations. The motivation provided may be more extrinsic (e.g., financial incentives or performance bonuses), while employees—particularly the younger generation that dominates the F&B unit—may value more intrinsic forms of motivation such as self-development, social recognition, or work flexibility. This mismatch can lead to motivational misalignment, which can reduce the effectiveness of motivation's influence on work performance.

Second, in the hospitality sector, other factors such as leadership quality, organizational culture, and workload balance may have a more dominant influence than individual motivation. Therefore, motivation cannot operate effectively in a vacuum; it must be supported by a comprehensive and integrated management system.

Third, the statistical insignificance of motivation's influence does not necessarily imply that motivation is unimportant; rather, its influence may be indirect or act as a mediator/moderator in a more complex relationship model. Therefore, further studies are recommended to test mediation or interaction models between motivation and other variables.

The *F* test conducted showed that simultaneously, transformational leadership and motivation variables had a significant effect on employee performance, as seen from the calculated

F value of 12.309, which was much greater than the F table value of 3.39, and the Sig. value = 0.000 < 0.05. This shows that the combination of the two independent variables is able to form a valid model in explaining variations in employee performance.

Conceptually, these findings reinforce the idea that work behavior in organizations is not influenced by a single factor, but rather by a dynamic interaction between various managerial and psychological dimensions. Transformational leadership provides a framework of values and goal orientation, while motivation serves as the internal energy that drives employees to achieve those goals. When both are present synergistically, optimal performance outcomes can be achieved.

From a systems theory perspective in management, these results reflect that organizational behavior is a product of interactions between subsystems (leadership, motivation, communication, work structure), and not the result of a single, isolated variable. Therefore, developing performance improvement strategies should be holistic, encompassing interventions in leadership, motivational development, improved team communication, and the provision of ongoing organizational support. (Sutrisno, 2012)

#### 4. CONCLUSION

The results of this study indicate that transformational leadership has a significant effect on improving employee performance, especially in the dynamic and demanding food and beverage industry. Leaders who can provide inspiration, a clear vision, encouragement for critical thinking, and attention to individual employee needs have been proven to enhance both the quality and quantity of performance. While motivation does not have a partial effect, when tested simultaneously with transformational leadership, both contribute significantly to performance, highlighting the importance of synergistic interaction between these variables in forming an effective work model. The coefficient of determination ( $R^2$ ) value of 0.496 indicates that 49.6% of employee performance variability can be explained by transformational leadership and motivation, while the remainder is influenced by other factors such as compensation, work environment, job satisfaction, workload, and organizational culture.

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