

HOW WORKPLACE DISCIPLINE, TRANSFORMATIONAL LEADERSHIP, AND CAREER DEVELOPMENT AFFECT EMPLOYEE PERFORMANCE AT THE ROYAL BEACH HOTEL SEMINYAK BALI**IWK Teja Sukmana^{1*}, Ni Putu Adella Tika Pertiwi², I Ketut Sirna³,
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Corresponding author: tejasukmana@undhirabali.ac.id**ABSTRACT:**

This study examines the impact of workplace discipline, transformational leadership, and career development on employee performance at a five-star hotel in Bali. The study was conducted at the Royal Beach Seminyak Bali, which is a part of Accor Group's MGallery Collection of boutique hotels. The data was collected from 73 employees who were selected using a randomized sampling method using a close-ended questionnaire, which was then analyzed quantitatively using regression analysis. The results suggest that workplace discipline, transformational leadership, and career development positively affect employee performance (sig. of 0.038; 0.032; and 0.028 respectively [$\alpha < 0.05$]). Meanwhile, the study also indicates that workplace discipline, transformational leadership, and career development simultaneously have positive effect on employee performance (F -count = 31.702, greater than F -table = 2.74, $\alpha < 0.01$). This suggests that improvement in workplace discipline, transformational leadership, and career development, could positively affect employee performance at The Royal Beach Seminyak Bali.

Keywords: workplace discipline, transformational leadership, career development, employee performance, hotel management, human resource management

1. Introduction

Human resources have an important role in the hospitality industry because the human resources will bring company able to achieve the desired performance. Sutrisno (2016:172) states that performance is the working result of employee in terms of quality, quantity, working time, and cooperation to achieve the goals set by the organization. Mangkunegara (2015: 15) state factors that affect performance are internal factors consisting of integrity, discipline, physical and spiritual and external factors consisting of the working environment and social relations. According to Hasibuan (2017: 94) there are three factors that influence performance, they are: the worker's abilities and interests, acceptance of the task delegation and the roles as well as the level of worker's motivation.

Theoretically, it is stated that work discipline, transformational leadership, and career development have a significant effect on performance. Likewise with the results of empirical research as stated by Wiratama (2013), Novitasari (2016), Kaengke (2018), however, there were also some studies which found insignificant effect between the three variables. This is shown in research conducted by Firmansyah (2017), Putri (2017), Rianti Putri (2019).

The Royal Beach Seminyak Bali is a five star hotel located on Jalan Camplung Tanduk, Seminyak, Kuta,

Badung, Bali – Indonesia. The strategic location of the hotel which is close to the beach, shopping centers and restaurants, makes it easier for guests staying at the hotel to access these facility. In January 2020, there were 264 employees working at The Royal Beach Seminyak Bali spread across various departments. The management of The Royal Beach Seminyak Bali always tries to maintain and improve the employee performance especially maximizing the quality of service to the guests.

The implementation of transformational leadership at The Royal Beach Hotel Seminyak Bali has been going well, it is proven by the employees working enthusiastically, communication between leaders and employees is also well established. Career planning and development for employees is carried out transparently by providing an overview to employees regarding careers and positions at The Royal Beach Hotel Seminyak Bali. In addition, the method of recruiting employees and vacant positions is carried out with priority from within the company.

Work discipline at The Royal Beach Seminyak Bali needs more attention from management. This is proven every month there are still employees who don't come to work because of illness, permission or intentionally skipping work. In addition, there are also many employees of The Royal Beach Seminyak Bali who are late for work. Even though there are clear consequences for employee absenteeism and tardiness, many employees are still late for work.

Employee absenteeism and delays in work can cause employee performance to decline. This can be explained, that if the employee is absent or late for work, the task or work assigned to him will be neglected or not completed as expected. This will lead to ineffectiveness and inefficiency in a person's work, and can further reduce performance.

This study focuses on analyzing the level of employee performance with indications of absenteeism and late attendance at work. This performance analysis is reviewed through the variables of work discipline, transformational leadership, and career development. The goal is that with high work discipline, consistent transformational leadership and adequate career development be expected employee performance can be improved.

The purpose of this study was to determine the effect of the work discipline, transformational leadership, and career development on employee performance at The Royal Beach Hotel Seminyak Bali.

2. Literature Review

Employee performance is an action or activity displayed by someone in carrying out certain activities that are their duties (Darodjat, 2015: 105). According to Siswanto (2015: 11) performance is a person's achievement in carrying out tasks and work. According to Rivai (2015: 12) performance or work performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or criteria that have been determined and mutually agreed. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties or real behavior shown from the number of efforts he makes on his job in accordance with his role in the organization.

Employee performance is inseparable from work discipline. Rivai (2011: 825) work discipline is a tool used by managers to communicate to employees so they are willing to change their behavior as well as an effort to increase awareness and willingness to comply with company regulations.. Turangan (2016) also states that work discipline is one of the factors that affect employee performance. According to Hasibuan (2017: 444) work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness is the attitude of a person who voluntarily obeys all regulations and is aware of his duties and responsibilities. So he will obey / do all his duties well, not under coercion. Willingness is an attitude, behavior, and actions of a person in accordance with company regulations, whether written or not.

Besides these variables, the performance is inseparable from leadership style, one of them is transformational leadership. According to Kendra (2013) transformational leadership is a leader who control the situation by conveying a clear vision of the group's goals, enthusiastic about work and the ability to make group members feel recharged and energized. Emery and Barker (Wiswananda & Netra:2017) states that transformational leadership intrinsically encourages job satisfaction by providing its abilities when delivering missions and doing intellectual stimulation moreover transformational leaders encourage followers to take more responsibility and autonomy, the task will provide an improvement in the level of success and satisfaction of his followers. Transformational leadership is the ability to inspire and motivate followers to achieve greater results than originally planned and for internal rewards. Transformational leadership is a charismatic leader and has a central role in bringing the organization to its goals.

Employee performance is also related to career development. Career development includes any activity to prepare a person for a particular career path. According to Sunyoto (2012:164) Career planning is the process through by employees to identify and take steps to achieve their career goals. Career development is a need that must be continuously developed by an employee so that it can motivate employees to improve their performance. Career development includes any activity to prepare a person for a particular career path. A career plan that has been made by an employee must be accompanied by a realistic career goal. Career development is a personal improvement carried out by a person to achieve a career plan in order to achieve a work plan that is in accordance with the organizational level. Thus, an employee needs to take certain steps to realize the plan. The various steps that need to be taken can be taken on the initiative of the workers themselves, but can also be in the form of activities sponsored by the organization, or a combination of both.

Given the survey of literature and objectives, the study is pursued to test the following statistical hypothesis H1: Partially, there is a positive and significant effect of work discipline on employee performance at The Royal Beach Seminyak Bali.

H2: Partially, there is a positive and significant effect of transformational leadership on employee performance at The Royal Beach Seminyak Bali.

H3: Partially, there is a positive and significant effect of career development on employee performance at The Royal Beach Seminyak Bali.

H4: There is a simultaneous positive and significant influence of work discipline, transformational leadership, career development on employee performance at The Royal Beach Seminyak Bali.

3. Research Method

This research was conducted at The Royal Beach Hotel Seminyak Bali. This research uses a quantitative research design. Data was taken randomly so that the conclusions of the research results can be generalized to the population where the sample was taken. This study used a survey method because the data was collected from respondents using a questionnaire.

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out their duties. The employee performance variable in this study consisting of six indicators base on Darodjat, (2015:105) and Bintoro (2017:107) they are : quality, quantity, timeliness, effectiveness, independence and work commitment. Work discipline is the awareness and willingness of employees to comply with all applicable organizational regulations and social norms. Work discipline variable consisting of four indicators base on Sutrisno (2016:94), they are: obedient to the time, obedient to the rules, obedient to the rules of behavior at work, comply with other regulations. Transformational leadership is the ability to inspire and motivate followers to achieve greater results than planned. Transformational leadership variable consisting of four indicators base on Handoko (2012:250) they are : the level of subordinates trust to the leader, the belief of subordinates to the leader, the respect of subordinates to the leader, the authority of the leader. Career development is the process through which employees identify and take steps to achieve their career goals. Career development variable consisting of five indicators base on Handoko (2012:131) they are: known by others, organizational loyalty, mentors and sponsors, career opportunities, management support.

The instrument used is divided into two parts: part I collects general demographic information; while part II refers to the response of effect of work discipline, transformational leadership and career development on employee performance. Filling out questionnaires is done around the hotel and on line via google form so that it will be easier in the process of filling out the questionnaire. All evaluations were measured using a five-point Likert Summated Scale (LSR) which refers to the variables. Questionnaires were distributed to employees of The Royal Beach Hotel Seminyak Bali as the respondent. The determinations of the number of samples using Slovin formula and the sample size in this study were 73 samples. The data analysis technique used in this study are descriptive analysis by integrating the average score according to the rating category. Quantitative analysis : multiple correlation analysis, multiple linear regression analysis and the coefficient of determination with SPSS 21. The research instrument was tested with validity and reliability tests. The quality of the data is verified by Normality test, Multicollinearity test, Heteroscedasticity test. The hypothesis testing is carried out by t statistic test and F statistic test.

4. Research Result and Discussion

Based on the questionnaire collected, data were obtained about the gender, age, education, tenure. The characteristics of respondents based on gender can be seen that there are 48 respondents were male and 25 respondents were female. The characteristics of respondents based on age can be seen that there were 31

respondents between 20 to 40 years old, 42 responden over 40 years old. The characteristics of respondents based on education can be seen that there were 11 responden were bachelor degree, 35 responden were diploma degree, 27 responden were senior high school/vocational school. The characteristics of respondents based on tenure can be seen that 23 responden have worked for one to five years. 50 responden have worked for over five years.

Table 1. Results of Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
Constant	2.194	2.179		1.007	.317
Work Discipline	.503	.237	.323	2.119	.038
Transformational Leadership	.407	.189	.246	2.150	.035
Career Development	.369	.164	.282	2.247	.028

Dependent Variable: Employee Performance

Source : Primary Data. Processed with SPSS 21.2021

From Table 1 can be arranged in the form of a regression equation: $Y = 2,194 + 0,503X_1 + 0,407X_2 + 0,369X_3$. The constant (a) = 2.194 shows the employee performance of The Royal Beach Hotel Seminyak Bali if there is no influence of Work Discipline (X1), Transformational Leadership (X2), Career Development (X3) or if the independent variable affecting the value is considered zero.

The value of the regression coefficient of the work Discipline Variable (X1) indicates a positive influence of 0.503 on employee performance. Positive regression coefficients indicate a direct effect, meaning that if work discipline is increased then employee performance will increase. Also the value of the Transformational Leadership variabel (X2) indicates a positive influence of 0.407 on employee performance. The positive regression coefficient shows a direct effect, meaning that the higher the level of transformational leadership at The Royal Beach Hotel Seminyak Bali leads to higher employee performance. Career Development variable (X3) also shows a positive influence of 0.369 on employee performance. Positive regression coefficients indicate a direct effect, meaning that the better Career Development arrange at The Royal Beach Hotel Seminyak Bali will lead to the higher employee performance.

Table 2. Results of Correlation Values

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761 ^a	.580	.561	3.450

Source : Primary Data. Processed with SPSS 21.2021

Based on Table 2 it can be seen that the correlation value (r) of 0.761 shows that the relationship of Work Discipline (X1), Transformational Leadership (X2), Career Development (X3) on Employee Performance at The Royal Beach Hotel Seminyak Bali (Y) have a strong relationship. The coefficient of determination (R^2) to find out how much the contribution of Work Discipline (X1), Transformational Leadership (X2), Career Development (X3) on Employee Performance at The Royal Beach Hotel Seminyak Bali. Based on Table 2, the results of the adjusted value $R^2 = 0.561$. This shows that Work Discipline (X1), Transformational Leadership (X2), Career Development (X3) contribute 56.1% to employee performance while the remaining 43.9% is contributed by other variable which was not observed in this study.

Based on the results of calculations in Table 1, the results obtained from the analysis of hypothesis 1 test are whether there is a significant effect of Work Discipline on Employee Performance, it can be seen that the significance level of 0.038 is lesser than the level of $\alpha = 5\%$ means that the work discipline variable gives an effect that is significant to the employee performance at The Royal Beach Hotel Seminyak Bali. The results of the study mean that the higher the employee's work discipline, the higher the employee's performance at The Royal Beach Seminyak Bali, conversely, the lower the employee's work discipline, the lower the employee's performance at The Royal Beach Seminyak Bali. The results of this study are in line with research conducted by Krisnanda, Angga (2014), Cetisia, Waryono, Abrian (2017) and Husain (2018) which conclude that work discipline has a positive & significant effect on employee performance. This can be interpreted that the higher the employee's work discipline which includes obedient to the time, obedient

to the rules, obedient to the rules of behavior at work, comply with other regulations, the better the performance of employees, especially at The Royal Beach Hotel Seminyak Bali.

Based on the results of hypothesis 2 testing, is there a significant effect of Transformational Leadership variables on employee performance, it can be seen that the significance level of 0.035 is lesser than the level of $\alpha = 5\%$ means that the transformational leadership variable has significant effect on the employee performance at The Royal Beach Hotel Seminyak Bali. The results of the study indicate that the better the application of transformational leadership, the higher the performance of employees at The Royal Beach Seminyak Bali, otherwise the poorer the application of transformational leadership, the lower the performance of employees at The Royal Beach Seminyak Bali. The results of this study are in line with research conducted by Yohanes Robi (2020), Felita Milka Angelina (2018) and Eko Yudhi Setiawan (2015). They conclude that transformational leadership has a positive & significant effect on employee performance. This can be interpreted that the better the managers maintain the level of subordinates trust to the leader and the belief of subordinates to the leader, the more consistently the managers maintain the respect of subordinates to the leader, the better the managers use the authority of the leader the better the performance of employees at The Royal Beach Hotel Seminyak Bali.

Based on the results of hypothesis 3 testing, which is whether there is a significant effect of the career development variable on the employee performance, it can be seen that the significance level of 0.028 is lesser than the level of $\alpha = 5\%$ which means that career development variable gives a significant influence on employee performance at The Royal Beach Hotel Seminyak Bali. The results of the study mean that the better the career development, the higher the employee performance at The Royal Beach Seminyak Bali, conversely, the worse the career development at the hotel, the lower the employee performance at The Royal Beach Seminyak Bali. The results of this study are in line with research conducted by Tri Astuti Tranggono (2019), Novitri Nilam Sari (2016) and Novitri Nilam Sari (2016) they conclude that career development has a positive & significant effect on employee performance. This can be interpreted that Employees at The Royal Beach Seminyak Bali who are known by others have organizational loyalty, are guided by mentors and sponsors, have career opportunities and get management support could share the high performance to the company.

Table 3. Results of F Test ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	32.131	3	377.377	31.702	.000 ^b
1 Residual	1.376	69	11.904		
Total	53.507	72			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Discipline, Transformational Leadership, Career Development

Source : Primary Data. Processed with SPSS 21.2021

Based on the results of hypothesis 4 testing, there is a significant effect of Work Discipline, Transformational Leadership, Career Development on employee performance at The Royal Beach Hotel Seminyak Bali can be explained that the value of F count : 31.702 is greater than the value of F table 2.74, it can be concluded that Work Discipline, Transformational Leadership, Career Development simultaneously have a positive and significant effect on Employee Performance at The Royal Beach Hotel Seminyak Bali. The results of the study mean that the better work discipline, transformational leadership and career development, the higher the employee performance at The Royal Beach Seminyak Bali, on the contrary, the worse work discipline, the less applied transformational leadership and career development is neglected lead lower employee performance at The Royal Beach Seminyak Bali. In other words, the combination of work discipline, transformational leadership and career development can improve employee performance at The Royal Beach Seminyak Bali.

5. Implication and Suggestion

There is a positive and significant effect of work discipline on employee performance, transformational leadership on employee performance, career development on employee performance at The Royal Beach Seminyak Bali also a significant influence of work discipline, transformational leadership and career development simultaneously on employee performance at The Royal Beach Seminyak Bali.

Based on the results of the study, the implication for hotel management is that improving employee performance can be done by maintaining employee work discipline, applying transformational leadership consistently, and making clear career plans for employees. Furthermore if there are repeated violations, management can apply warnings or sanctions to employees who do not comply with the time rules, use the authority they have with a wider scope so that employees become more quickly transformed to become more accomplished, Supervise employees at work and are ready to guide employees, so that employees are able to complete their task on time.

Future studies of employee performance or work performance are expected to include other variables other than the variables used in this study such as organization culture furthermore in addition the research conducted under more normal tourism conditions.

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