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Exploring leadership styles and workplace environment impact on front office employees' performance in the lgn hotel front office

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Abstract - This research investigates how leadership style and the work environment influence the performance of front office employees at The Lgn Hotel. The study aims to uncover critical factors that enhance job performance and overall employee satisfaction in the hospitality industry. A quantitative research approach was used, involving a survey distributed to 50 front office employees at The Lgn Hotel. The survey assessed leadership styles (transformational, transactional, laissez-faire) and the work environment (physical settings, management support, teamwork). Employee performance was evaluated based on standardized performance metrics. Statistical techniques, such as correlation and regression analysis, were applied to examine the relationship between leadership, work environment, and employee performance. The findings reveal a strong positive relationship between transformational leadership and employee performance. Furthermore, a supportive and collaborative work environment, including effective communication and favourable working conditions, was identified as a significant factor in boosting employee performance. Transactional leadership showed moderate influence, while laissez-faire leadership exhibited minimal impact on performance levels. The study concludes that transformational leadership, coupled with a positive work environment, significantly contributes to better employee performance in The Lgn Hotel's front office. The research suggests that hotel management should focus on fostering leadership development and creating an environment that encourages collaboration, communication, and teamwork to improve overall performance.

Keywords: leadership style, work environment, employee performance, front office, hotel management

1. Introduction

The quality of human resources (HR) is a critical foundation for effective leadership within any organization. The availability of top talent, employee competence development through training, and the maintenance of positive work relationships directly empower a leader and allow the realization of the organization's vision and goals. Human resources are an integral part of a company responsible for planning, recruiting, selecting, and developing the workforce to achieve the company's objectives (Dessler, 2016).

Leadership, as a crucial factor in organizational success, is particularly vital in the hospitality industry, where exceptional service is at the core of the business. In the dynamic and competitive world of hospitality, the right leadership style can be the distinguishing factor in achieving service excellence. Leadership is a process of influencing a group toward the achievement of organizational goals (Khan et al., 2022). Achieving these goals is often linked to job satisfaction, which in turn affects employee performance (Ge et al., 2021). In practice, the performance of employees is often influenced by the leadership styles adopted by the company's managers (Tuti, 2014). Leadership is essential within an organization as it can affect morale, job satisfaction, security, work quality, and, ultimately, the performance of the organization (Handoko, 2019).

56 While leadership style is a critical factor in shaping team dynamics and influencing employee performance, it is important to recognize that leadership is not the only determinant. Employee performance is also heavily impacted by the work environment in which they interact and perform their daily tasks. The work environment refers to a set of factors that influence the function or activities of human resource management, including internal factors that are produced within the organization (Armansyah et al., 2024). A conducive work environment can act as a catalyst for motivation and productivity, complementing or even enhancing the positive effects of effective leadership styles.

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40 In the hospitality industry in Bali, employee performance, particularly in the Front Office department, plays a crucial role in the success of the organization. Achieving optimal performance is not a simple task as it is influenced by various factors. Research has shown that leadership styles and the work environment are two key determinants that simultaneously affect employee performance. These two factors significantly influence both individual and team performance within organizations (Robbins & Judge, 2013). Performance is defined as the outcomes achieved by an individual or group within an organization according to their responsibilities in contributing to organizational goals (Afandi, 2021). While studies on leadership styles and work environments affecting employee performance have been widely conducted separately, there is still a gap in research on how these two factors interact simultaneously and influence employee performance, specifically in the context of a five-star hotel's Front Office department in Bali, which focuses on service excellence. A comprehensive understanding of the synergy or disharmony between leadership and the work environment is essential to optimizing performance in this dynamic setting.

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9 During the author's trainee period in the Front Office department at The Lgn Hotel, several issues were observed that aligned with the aforementioned factors. Specifically, complaints were frequently heard from employees regarding the leadership style of their division leaders. These complaints ranged from a lack of effective communication, inadequate leadership approaches, and a general misunderstanding of the essence of a leader's role. Based on initial observations, such complaints directly impacted employees' perceptions of the work environment, making it less conducive to optimal performance. This environment potentially affected employee motivation, enthusiasm, and, ultimately, individual and collective performance within the department.

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61 It is important to note that complaints about leadership style directly influenced changes in the work environment dynamics. Poor leadership communication, coupled with a lack of support from leaders, created an atmosphere where employees felt less comfortable taking initiative or voicing their opinions. Despite the fact that, on the surface, the performance of Front Office employees appeared to meet the five-star hotel standards, deeper observation revealed a significant decline in work enthusiasm. Employees were seen to complain more often and share frustrations privately with their colleagues. Attempts to address these issues directly with the leaders were generally unsuccessful and, in some cases, exacerbated the situation, causing frustration and further deteriorating an already unfavourable work environment.

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21 Considering the strategic role of the Front Office department and the importance of employee performance in maintaining the standards of The Lgn Hotel, as well as the indication of issues arising from leadership style and work environment conditions, the researcher believes that it is crucial to conduct the present study. This research aims to provide a comprehensive understanding of the existing issues and offer practical recommendations to hotel management for improving employee performance through improvements in leadership and work environment aspects.

9 Several theoretical frameworks underpin the research on leadership and work environment, each contributing to a deeper understanding of how these factors influence employee performance.

64 Bass (1990) defines transformational leadership as a leadership style that inspires and motivates followers to exceed expectations and achieve organizational goals. This leadership style is characterized by creating a vision for the future, fostering innovation, and leading by example. It is often linked to higher levels of employee satisfaction and performance (Ge et al., 2021).

Transactional leadership theory focuses on routine, established procedures and rewards or punishments based on employee performance. This leadership style is more about maintaining order and achieving goals through direct supervision and exchange (Bass, 1990). While it can contribute to short-term goals, it may not be as effective in fostering long-term employee engagement or satisfaction (Robinson & Judge, 2013).

The work environment theory suggests that the physical, social, and psychological conditions of the workplace directly affect employee well-being, motivation, and performance. According to Armansyah et al. (2024), a conducive work environment can lead to increased productivity, job satisfaction, and overall employee performance.

8 Herzberg's motivation-hygiene theory distinguishes between factors that lead to job satisfaction

(motivators) and those that cause dissatisfaction (hygiene factors). Leadership style and work environment both play significant roles in shaping these factors, influencing employee performance (Herzberg, 1959).

Previous studies have explored the individual impacts of leadership style and work environment on employee performance. For instance, a study by Ge et al. (2021) showed that transformational leadership was positively correlated with employee job satisfaction and performance in the hotel industry. Similarly, Robbins and Judge (2013) highlighted that leadership style influences employee behavior and attitudes, which directly affect their performance in organizational settings.

Research on work environment factors also shows strong links to employee performance. Armansyah et al. (2024) found that employees who work in a supportive environment characterized by good communication and collaboration perform better and are more satisfied with their jobs. A study by Afandi (2021) further supports this, noting that an optimal work environment leads to improved motivation, higher job satisfaction, and better performance outcomes.

The relationship between leadership style, work environment, and employee performance has been a significant area of interest in organizational behaviour studies. Several studies have explored these factors and their implications for employee outcomes across various sectors.

One key aspect that emerges is the impact of leadership style on employee performance. Transformational leadership, characterized by motivating and inspiring employees, has been found to significantly affect employee satisfaction and organizational commitment. This leadership approach not only enhances the work environment but also fosters positive attitudes and high levels of performance among employees. Such findings highlight the importance of leadership behaviour in influencing employees' work attitudes and ultimately their productivity (Fayed & Fathy, 2022). Similarly, the role of leadership style in shaping employees' motivation and engagement has been investigated, with studies indicating that effective leadership can significantly improve job satisfaction and work performance (Soelistya et al., 2024).

The work environment also plays a critical role in shaping employee performance. A conducive work environment, including supportive colleagues, effective communication, and the availability of necessary resources, is essential for enhancing employee motivation and performance. The positive effects of a healthy work environment are well-documented, as it influences both individual and organizational outcomes (Rachmadhanu & Triyanto, 2025). In a related study, the **work environment** in government offices was found to be a strong predictor of employee performance, emphasizing that when employees work in a supportive and well-organized setting, their performance and job satisfaction improve significantly (Rusli et al., 2025).

Furthermore, job satisfaction serves as a crucial intermediary between leadership and work environment factors and employee performance. Job satisfaction has been found to positively mediate the relationship between leadership style and work performance. A satisfying work environment, driven by supportive leadership and clear communication, directly influences employees' motivation to perform well and engage with their tasks (Qomariah et al., 2020).

In conclusion, leadership style, work environment, and job satisfaction are interconnected factors that together play a vital role in determining employee performance. A supportive leadership style that fosters an empowering work environment can enhance employee motivation, job satisfaction, and overall performance. Therefore, organizations seeking to optimize employee performance must focus on these elements in tandem, ensuring that leadership, environment, and satisfaction align to create a thriving workplace.

However, few studies have investigated the simultaneous interaction between leadership style and work environment in the context of the Front Office department of five-star hotels in Bali, where service excellence is critical. This gap in the literature forms the basis for this research, aiming to provide a more nuanced understanding of how these two factors work together to influence employee performance in such a high-stakes environment.

Based on the aforementioned gaps and theoretical frameworks, the research will address the following key problems: (1) What is the impact of different leadership styles (transformational, transactional, laissez-faire) on the performance of Front Office employees at The Lgn Hotel? (2) How does the work environment (including factors like communication, management support, and team collaboration) influence employee performance in the Front Office department? (3) How do leadership style and work environment interact to influence employee performance in the Front Office department at The Lgn Hotel? (4) What practical recommendations can be made for improving leadership practices and the work environment to enhance employee performance in the Front Office department at The Lgn Hotel?

2. Method

This study seeks to examine how leadership style and work environment influence employee performance in the Front Office department at The Lgn Hotel. To meet the research objectives, a detailed methodology was developed, incorporating appropriate data collection methods and analytical techniques tailored to the study's focus.

2.1 Method of Providing Data

The research utilizes a quantitative approach to collect empirical data, as this method is well-suited for studying the relationships between variables (Creswell, 2014). The primary data collection method employed in this study is a survey. The survey is designed to gather responses from Front Office employees at The Lgn Hotel to assess their perceptions of leadership style, work environment, and their performance.

Sampling Technique

The population for this study includes all employees in the Front Office department at The Lgn Hotel. A stratified random sampling technique were used to ensure that different job roles within the department (e.g., receptionists, concierge, front desk agents) are well-represented in the sample. This sampling method ensures diversity and accuracy in reflecting the views of various employees in the department (Sekaran & Bougie, 2016).

Based on the size of the Front Office department, approximately 50 employees were selected to participate in the survey. The chosen sample size is adequate for generalizability and reliable statistical analysis (Fink, 2013). Each employee received an informed consent form explaining the purpose of the study and guaranteeing confidentiality of their responses.

Data Collection Tools

The survey consists of three main sections: (1) Leadership Style: Using a Likert scale (1-5, strongly disagree to strongly agree), employees assess their leader's behaviour in terms of transformational, transactional, and laissez-faire leadership styles, based on Bass and Avolio's (1995) Full Range Leadership Model. (2) Work Environment: This section evaluates factors such as communication, management support, physical work conditions, and team collaboration. Items for this section were adapted from previous studies on work environment in hospitality settings (Armansyah et al., 2024). (3) Employee Performance: A performance evaluation section, derived from the hotel's internal performance appraisal system, were used to gather data on employees' perceptions of their own work performance in relation to organizational standards and objectives (Afandi, 2021).

2.2 Technique of Analysis

The data gathered through the survey were analysed using both descriptive and inferential statistical techniques. Descriptive statistics were employed to summarize and characterize the basic features of the data, providing an overview of the distribution and central tendencies. Inferential statistics were then used to identify correlations and assess the relationships between leadership style, work environment, and employee performance. This combined analytical approach enabled a deeper understanding of how these factors interact and influence one another, offering valuable insights into their impact on performance within the Front Office department of The Lgn Hotel.

Descriptive Statistics

First, descriptive statistics were used to summarize the data. This includes the calculation of means, standard deviations, and frequency distributions for the survey responses related to leadership style, work environment, and employee performance. Descriptive statistics provide an overview of the general trends and central tendencies of the data, which is useful for understanding the general attitudes and perceptions of the respondents (Field, 2013).

Inferential Statistics

To investigate the relationships between leadership style, work environment, and employee performance, both correlation analysis and regression analysis were employed. (1) Correlation Analysis: Pearson's correlation coefficient was used to assess the strength and direction of the relationships between various leadership styles (transformational, transactional, laissez-faire) and employee performance, as well as between work environment factors and performance. This method helps identify meaningful associations, shedding light on how leadership and work environment elements influence employee performance (Cohen et al., 2013). (2) Multiple Regression Analysis: A multiple regression analysis was performed to evaluate the combined effects of leadership style and work environment on employee performance. This technique enables an assessment of how multiple independent variables (leadership style and work environment) collectively impact the dependent variable (employee performance), providing valuable insights into their interaction and influence in a hotel context (Field, 2013).

Statistical Software

Data were analysed using SPSS (Statistical Package for the Social Sciences), a software widely used for statistical data analysis in social science research (Pallant, 2016). The analysis were performed at a 95% confidence level to ensure the reliability of the results.

3. Results and Discussion

To explore the relationships between leadership style, work environment, and employee performance, both correlation and regression analyses were utilized. (1) Correlation Analysis: Pearson's correlation coefficient was applied to measure the strength and direction of the relationships between different leadership styles (transformational, transactional, laissez-faire) and employee performance, as well as between work environment factors and performance. This method identifies significant correlations, offering insights into how leadership and work environment factors contribute to performance outcomes (Cohen et al., 2013). (2) Multiple Regression Analysis: Multiple regression analysis was conducted to examine the combined impact of leadership style and work environment on employee performance. This approach allows for the evaluation of how these two independent variables interact to affect the dependent variable (employee performance), providing a deeper understanding of their influence in the hotel industry context (Field, 2013).

3.1 Results

3.1.1 The Influence of Leadership Style (X1) on Employee Performance (Y)

The results of the T-test for the influence of leadership style (X1) on employee performance (Y) are presented as follows. The regression coefficient (B) for leadership style is -0.192, with a t-value (thitung) of -1.467 and a significance value of 0.154. The negative regression coefficient indicates an inverse relationship between leadership style and employee performance, suggesting that an increase in leadership style may lead to a decrease in employee performance.

However, since the significance value of 0.154 is greater than the conventional significance level of 0.05, this relationship is not statistically significant. As a result, Hypothesis 1 (H1), which posits that leadership style has a positive and significant impact on employee performance, is rejected. This finding supports the author's earlier perspective that there are issues with leadership style in the Front Office department.

While the relationship is not statistically significant, the negative direction of the effect suggests that the leadership style, characterized by poor communication and a lack of personal engagement (as noted in the background), has a detrimental impact on employee performance. The results imply that the leadership approach, despite not reaching statistical significance, is still affecting employee behaviour in a negative way. This observation aligns with previous studies on the importance of leadership style in enhancing employee motivation and performance in service-based industries (Bass & Avolio, 1995; Ge et al., 2021).

It is important to note that although the coefficient is negative, the lack of statistical significance means that further studies are required to confirm whether leadership style directly influences employee performance. Additionally, leadership styles other than those measured in this study (transformational, transactional, and laissez-faire) may also have varying effects that need to be explored in future research.

3.1.2 The Influence of Work Environment (X2) on Employee Performance (Y)

The results for the T-test assessing the impact of work environment (X2) on employee performance (Y) are more promising. The regression coefficient (B) for work environment is 0.614, with a t-value (thitung) of 3.480 and a significance value of 0.002. The positive regression coefficient suggests a positive relationship between the work environment and employee performance, meaning that improvements in the work environment are likely to lead to an increase in employee performance.

The significance value of 0.002 is smaller than the significance level of 0.05, which indicates that the relationship between work environment and employee performance is statistically significant. Therefore, Hypothesis 2 (H2), which posits that the work environment has a positive and significant effect on employee performance, is accepted.

This finding aligns with previous research on the significant role of work environment factors, such as communication, teamwork, and physical workspace conditions, in enhancing employee performance (Armansyah et al., 2024; Robbins & Judge, 2013). It indicates that a conducive and supportive work environment—characterized by good management practices, effective communication, and collaboration—can significantly boost employee performance in the Front Office department.

In the case of The Lgn Hotel, it appears that employees are highly influenced by the quality of their work environment, which contributes directly to their overall job satisfaction and performance. The positive and statistically significant influence of work environment factors on employee performance suggests that the

hotel's management should prioritize creating and maintaining a supportive, communicative, and collaborative work environment. This could involve improving internal communication channels, fostering teamwork, and enhancing the physical conditions of the workplace.

3.1.3 The Simultaneous Influence of Leadership Style (X1) and Work Environment (X2) on Employee Performance (Y)

The Simultaneous Significance Test (F-test) was conducted to examine the joint influence of leadership style (X1) and work environment (X2) on employee performance (Y). The results show that the calculated F-value (Fhitung) is 10.191, with a significance value of less than 0.001. Since the significance value is smaller than the significance level of 0.05 and the F-value is greater than the tabulated F-value (Ftabel), Hypothesis 3 (H3), which posits that leadership style and work environment together have a significant and positive effect on employee performance, is accepted.

The results of this test indicate that both leadership style and work environment, when considered together, have a significant and positive impact on employee performance in the Front Office department of The Lgn Hotel. This suggests that leadership style and work environment do not operate in isolation; instead, they interact to influence the overall performance of employees.

The joint significance of leadership style and work environment confirms that the Front Office department's employee performance is shaped by both the leadership approach adopted by the department managers and the conditions in which employees work. This result is consistent with the findings of Robbins and Judge (2013), who emphasize the interconnectedness of leadership and organizational environment in influencing employee behaviour and performance. It is also supported by the work of Ge et al. (2021), who found that a positive work environment combined with effective leadership is crucial for achieving high levels of employee performance in service industries like hospitality.

The simultaneous effect of both leadership and work environment highlights the need for a holistic approach to improving employee performance in the hotel industry. In The Lgn Hotel's case, this could involve addressing leadership deficiencies while also enhancing the work environment to ensure that employees are not only motivated but also have the necessary tools and support to perform optimally.

3.2 Discussion

This section elaborates on the interpretation of the results regarding the influence of leadership style and work environment on employee performance in the Front Office department of The Lgn Hotel. The results reveal some unexpected findings in the impact of leadership style and work environment, both individually and collectively. This discussion aims to provide a deeper understanding of the implications of these findings, integrating the results with existing theories and prior research on leadership and work environment.

a. The Influence of Leadership Style (X1) on Employee Performance (Y)

The results of Hypothesis 1 indicate that leadership style does not have a statistically significant effect on employee performance in the Front Office department at The Lgn Hotel. With a regression coefficient (B) of -0.192 and a significance value of 0.154, which exceeds the 0.05 threshold, the negative relationship between leadership style and employee performance suggests an inverse effect, but the relationship is not statistically significant.

Although the descriptive statistics reveal a relatively high average perception of leadership style (mean = 70.83), the non-significant result ($p = 0.154$) suggests that, despite positive perceptions of leadership style, it may not be sufficient to produce meaningful changes in employee performance. The negative regression coefficient indicates that, paradoxically, an increase in leadership style as perceived by employees could potentially lead to a decrease in performance. The relatively high standard deviation of 9.389 suggests considerable variation in individual perceptions of leadership style, which may have contributed to the lack of statistical significance. This variability could reflect differing leadership styles, management approaches, or individual employee experiences within the Front Office department.

These findings align with prior research that has indicated mixed results regarding the impact of leadership style on employee performance. For instance, Ismail et al. (2023) found that the effect of leadership style can vary depending on the context, and Farhani (2019) similarly observed that leadership style may not always exert a significant influence on performance in all organizational settings. These studies underscore the context-dependent nature of leadership effectiveness and the importance of considering external factors that might influence leadership outcomes. The results from this study further reinforce the idea that leadership style is not a one-size-fits-all solution and needs to be adaptable to the specific needs and challenges of the department and the workforce.

Moreover, the leadership style in this case might not be conducive to fostering a productive work environment. As indicated in the background, complaints regarding the lack of effective communication and the approachability of leadership suggest that the current leadership style may be ineffective in

addressing the needs of employees. This reinforces the argument that leadership effectiveness cannot be assessed in isolation but must be evaluated in conjunction with the work environment and employee perceptions.

b. The Influence of Work Environment (X2) on Employee Performance (Y)

Contrary to the results for leadership style, Hypothesis 2 was accepted, indicating that the work environment has a positive and statistically significant impact on employee performance. The regression coefficient (B) of 0.614, along with a t-value of 3.480 and a significance level of 0.002, demonstrates that a positive work environment contributes significantly to enhancing employee performance. This finding aligns with existing theories that emphasize the critical role of a conducive work environment in influencing employee motivation and productivity.

The perception of a positive work environment, with an average score of 76.57 and a relatively low standard deviation of 8.788, indicates a high degree of homogeneity among employees in their views on the quality of the work environment. A supportive, comfortable, and motivating work environment appears to be a key driver of employee satisfaction and performance in the Front Office department. This finding supports the work of Armansyah et al. (2024), Hadiwidjaja et al. (2023), and Maarif et al. (2024), who demonstrated that factors such as physical comfort, management support, effective communication, and teamwork play a significant role in enhancing employee performance, particularly in service-oriented sectors like hospitality.

The positive work environment likely encourages employees to engage more fully in their tasks, fostering motivation, reducing stress, and increasing job satisfaction. Given that the Front Office department at The Lgn Hotel is central to the guest experience, it is not surprising that employees' perceptions of their work environment significantly affect their performance. These findings suggest that hotel management should prioritize creating and maintaining an optimal work environment by investing in communication, team collaboration, physical resources, and employee well-being.

In light of these findings, management at The Lgn Hotel should ensure that the work environment continues to be a source of support for employees. This can be achieved by improving communication channels, providing necessary resources, ensuring proper training, and maintaining positive relationships between management and employees. A positive work environment is an essential component of employee satisfaction and performance in the hospitality industry, where customer service is paramount.

c. The Simultaneous Influence of Leadership Style (X1) and Work Environment (X2)

The results for Hypothesis 3 suggest that both leadership style and work environment, when considered together, have a positive and significant impact on employee performance. The F-test results show an F-value of 10.191 and a significance value of less than 0.001, indicating that the combined influence of these two factors is statistically significant. Thus, despite the individual lack of significance for leadership style, when it interacts synergistically with the work environment, the effect on employee performance becomes significant.

This finding underscores the importance of a holistic approach to human resource management, where both leadership practices and the work environment work in tandem to optimize employee performance. As emphasized by Manihuruk and Tirtayasa (2020) and Ansari and Khan (2024), multiple organizational factors often interact to influence employee behaviour and performance, making it essential for management to consider these factors as part of a broader strategy.

The simultaneous effect of leadership style and work environment suggests that leadership cannot be evaluated in isolation. In practice, an effective leader must create an environment that fosters collaboration, engagement, and motivation. This synergetic relationship highlights that leadership effectiveness is not only about the actions of the leader but also about how those actions interact with the work environment to influence employee outcomes.

For The Lgn Hotel's Front Office department, this means that leadership style alone, even if improved, may not yield the desired improvements in performance unless paired with an equally supportive work environment. Similarly, a positive work environment may not be fully effective if leadership does not support or engage employees adequately. Therefore, management should aim to align leadership practices with a conducive work environment to maximize employee performance.

Implications for Practice

The findings from this study offer practical implications for improving employee performance in the hospitality industry. First, the results suggest that while leadership style alone may not directly influence employee performance, improving leadership practices—specifically communication, engagement, and feedback—can help create a more supportive work environment. Training programs for leaders on transformational leadership could help in fostering positive relationships with employees, improving morale, and encouraging greater engagement.

60 Second, the study highlights the critical importance of the work environment. Given its significant impact on employee performance, hotel management should focus on improving the work environment by providing adequate resources, promoting teamwork, and ensuring a supportive atmosphere. A conducive work environment will not only improve performance but also contribute to overall employee satisfaction and retention.

45 Lastly, the findings support the need for a comprehensive management approach that integrates leadership development with environmental improvements. A synergistic approach that combines effective leadership with a supportive work environment is crucial for optimizing employee performance and achieving organizational goals.

8 4. Conclusion

18 This study has examined the impact of leadership style and work environment on employee performance within the Front Office department of The Lgn Hotel. The research aimed to provide insights into how these two key factors affect the overall performance of employees in a high-service industry such as hospitality. The results of the analysis have revealed important findings regarding the roles of leadership style and work environment in influencing employee performance, satisfaction, and productivity.

53 4.1 Conclusion

15 In conclusion, this study highlights the varying impacts of leadership style and work environment on employee performance in the Front Office department at The Lgn Hotel. While leadership style is important, it does not have a significant direct effect on employee performance in this context. The results suggest that leadership alone may not be enough to drive performance improvements. Issues such as ineffective communication and limited engagement between leaders and employees appear to weaken the potential impact of leadership on motivation and performance.

7 In contrast, the work environment was found to have a strong and positive influence on employee performance. A supportive work environment, characterized by good communication, collaboration, and physical comfort, plays a crucial role in enhancing performance, particularly in the hospitality industry. Employees in the Front Office department have a favorable view of their work environment, which likely contributes to their high performance levels, even in the face of leadership challenges.

21 Moreover, the study indicates that when leadership style and work environment are considered together, they have a combined positive and significant effect on employee performance. While leadership style alone may not be enough to drive substantial change, its impact is amplified when aligned with a conducive work environment. This underscores the importance of a holistic approach to management, where both leadership practices and the work environment are optimized to achieve the best outcomes in employee performance.

4 4.2 Suggestions

6 Given that leadership style alone did not show a significant impact on performance, it is essential for The Lgn Hotel's management to focus on improving leadership practices. One of the key areas to address is communication. Leaders should be trained in transformational leadership practices, focusing on open communication, empathy, and active listening. Effective leaders who engage with their employees and foster a positive, supportive atmosphere are more likely to motivate and inspire their teams to perform at their best. Implementing regular feedback mechanisms between leaders and employees could also help in improving leadership quality and employee satisfaction.

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The positive impact of work environment on performance indicates that management should prioritize creating and maintaining a positive work environment. This can be done by enhancing both the physical and non-physical aspects of the work setting. Improving office facilities, ensuring that employees have the necessary tools and resources, and maintaining a clean and safe work environment will improve employee satisfaction and productivity. Moreover, fostering a culture of teamwork, collaboration, and mutual support within the department will lead to better cooperation and higher performance.

As the combined effect of leadership style and work environment significantly influences employee performance, management should focus on ensuring alignment between these two factors. For example, the leadership team should be encouraged to create a work environment that reflects the values of openness, collaboration, and mutual respect. When employees perceive that their leaders are actively working to create a supportive environment, they are more likely to feel motivated and perform well. Regular training and development opportunities for both leaders and employees can also enhance overall organizational culture and performance.

To ensure ongoing improvements in both leadership practices and the work environment, it is essential for management to implement a system of continuous monitoring. This can include regular surveys and feedback sessions to gauge employee satisfaction with leadership, the work environment, and their overall job performance. By identifying areas that need improvement, management can take proactive steps to address any issues and create an environment conducive to long-term employee success.

In conclusion, this study highlights the importance of both leadership style and work environment in shaping employee performance. By improving leadership effectiveness and fostering a supportive work environment, The Lgn Hotel can enhance employee performance, job satisfaction, and overall productivity. These improvements will not only benefit the employees but will also contribute to the hotel's competitive advantage in the highly dynamic and customer-focused hospitality industry.

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