

The Influence of Transformational Leadership, Work Conflict, and Work Compensation on Employee Performance in Hospitality Companies

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ABSTRACT

Employee performance has a dominant influence on the process of achieving company goals. It is hoped that various efforts to improve employee performance will enable employees to provide optimal abilities for the benefit of the company. This research aims to analyze the influence of transformational leadership, work conflict, and work compensation on employee performance. Data collection was carried out by distributing questionnaires to 135 employees. The analytical method used in the research is simple linear regression using statistical software. The research results show that transformational leadership does not significantly influence employee performance, work conflict has an effect on employee performance, and work compensation has an effect on employee performance. and simultaneously, the three independent variables influence employee performance.

Keywords: Transformational Leadership, Work Conflict, Work Compensation, Employee Performance.

I. Introduction

Employee performance in a company is the most valuable asset and a crucial resource in the current industrial era, where a company's progress and development are heavily influenced by a well-trained, competent, and highly skilled workforce (Reksa, 2019). By implementing various breakthroughs and providing continuous training for employees, they play a crucial role in all stages of planning, implementing, organizing, and controlling all company strategies to achieve the desired goals and objectives. Therefore, companies can utilize all variables and resources to help businesses improve employee performance (Sugiono & Rachmawati, 2019). Directly involving employees in efforts to achieve these goals has a significant impact on the company, with various innovations and decision-making solutions (Elronny et al., 2021). These various steps taken to improve employee performance are expected to provide better results for employees, enabling them to deliver their best for the benefit of the company, thereby increasing company productivity, which ultimately increases profits (Sugito & Muhammad, 2020). Leaders play a crucial role in establishing the company's vision and mission, coordinating changes, allocating scarce human resources, establishing the right and best direction in the event of failure, and fostering positive interpersonal relationships with their employees (Elronny et al., 2021). Effective leaders are needed to identify employee capabilities and support them in every possible way. The time has come for a transformational leadership style to be implemented, as in the era of globalization, with various forms of information readily available to employees, administrative staff, and

consumers (Pratama & Elistia, 2020). The principles of transformational leadership include motivating subordinates to perform better than usual, to increase self-confidence, which in turn impacts performance improvement (Rau et al., 2023). A leader is expected to consistently provide strong motivation for employees to work harder to achieve common goals, rather than for personal gain. A transformational leader consistently provides clearer inspiration and motivation, as well as positive energy to achieve a major goal (Hendrayanti, 2024).

In order to accomplish its objectives, the corporation will depend more on its employees than on its contemporary machinery and suitable facilities. Therefore, human resources—more specifically, employees—are crucial to achieving business objectives. Every organization or business will strive to raise employee performance in the hopes of achieving the company's objective. It will be difficult to attain strong employee performance because it can only occur when elements that have an impact, including pay and job incentives, are felt positively and accepted by every person in a company. Giving appreciation, such as remuneration from all businesses that have contributed to the organization, is one technique to improve employee performance. Pay has a significant effect on workers' performance, enabling them to consistently perform at the maximum level in line with their unique skills. Potential employees are shaped in large part by salary. Employee performance will be impacted by a high and appropriate level of salary. For workers to be able to meet their requirements and enhance their welfare, compensation is crucial.

Employees should be highly motivated to complete all tasks and work since this will motivate them to put in more effort and use all of their skills and abilities to help the organization achieve its objectives. Employee motivation is crucial since it is anticipated that each worker would put in more effort and be excited in order to get great performance in the future. Automotive is a business that deals with automobiles, particularly cars and motorcycles. There is no doubt that workers in the automotive industry "must have a high level of performance, one of which can be done by providing compensation and increasing work motivation." Workplace conflict is a process that begins when one party perceives that another party has negatively affected or will negatively affect something of concern and interest to the first party (Muhamad Ekhsan & Septian, 2021). Conflict can arise between members of a division, department, or between divisions. Conflict refers to antagonistic interactions in which one party attempts to hinder the will or goals of another (Kusdianto, 2020). Competition, which is a competition between individuals or between divisions, can have a positive impact by pushing individuals toward higher performance (Zafarina & Frianto, 2021). Furthermore, compensation is a reciprocal exchange of rewards from employers, such as salary or other benefits, for services or work performed by employees (Budiningsih, 2020). Compensation refers to all benefits employees receive in exchange for their work (Budiyanto, 2022). In short, compensation encompasses all forms of reward or reciprocity received by employees based on their contributions to the company, which can be monetary or non-monetary, provided directly or indirectly (Sudaryo, 2020). In other words, compensation is any form of appreciation given to employees for their contributions to the company that will improve employee performance (Panggabean, 2020).

Previous research conducted by Wiswari & Sudibya, (2020) stated that transformational leadership has an influence on employee performance, where the better the implementation of transformational leadership, the better and more improved employee performance in line with research (Cahyandani (2021), (Yuwono et al. (2020) and Gani (2020) stated that transformational leadership has a significant effect on employee performance. Work conflicts in companies can have positive or negative impacts on employee performance in line with research by Wahyudin & Susilo (2020), Namora et al. 2020), Erwandari & Sari (2019), and Puspitasari et al (2020). Work compensation is a form of reciprocity provided by the company for employee performance in line with research (Pratama & Thoyib, 2022; Larissa et al., 2023; Waskito & Sari, 2022), (Budiningsih, 2020). However, research This study adds to and focuses on the influence of transformational leadership, work conflict, and compensation on employee performance. This has been widely studied. However, this study combines these four variables into a single model, focusing on hotel employees in Jakarta. Second, this study also adds the variable of compensation, distinguishing it from previous research. A phenomenon occurring in Jakarta hotel companies relates to the three variables of transformational

leadership, work conflict, and compensation on employee performance. Leaders often provide insights, ideas, and perspectives to employees on their work, but a lack of understanding and communication results in suboptimal results. The purpose of this study is to analyze the influence of transformational leadership, work conflict, and compensation on employee performance in hotel companies in Jakarta. Furthermore, this research is also expected to serve as a practical guide for companies in developing strategies to improve employee performance and loyalty, thereby achieving their goals and remaining competitive and sustainable in a dynamic business environment.

II. Literature Review and Hypothesis Development

2.1. Employee Performance

One of the factors that determines a company's success or failure is the performance of its employees (Kurniati & Rojuaniah, 2023). If employee performance is good, the company can achieve its goals more quickly, but if employee performance is poor, the opposite occurs (Dewi & Ruswanti, 2022). Therefore, companies must improve and maintain employee performance. Completion of tasks is closely related to a person's performance or achievements (Marwansyah, 2020). Performance is the result of an employee's work performance for the organization in which they work. Performance is the results obtained by an organization, whether profit-oriented or non-profit-oriented, over a period of time. Performance reflects the level of achievement of activities in realizing the company's mission and vision, as outlined in the company's strategic planning. Organizational performance is considered the organization's overall effectiveness in meeting the established needs of the group related to capacity building (Citra & Fahmi, 2019). Performance influences how much an individual contributes to an organization, including output quantity, quality, duration, workplace attendance, and cooperative attitude. The level of achievement within an organization can increase productivity (Bagus et al., 2021). Factors influencing performance include motivation, work ethic, job design, coworkers, and organizational support, including training and development. According to Ivancevich (in Gani, 2020), factors that can influence performance include individual variables such as mentality, experience, and background, psychological variables such as attitudes and behavior, and organizational variables such as job type and leadership style (Kaswan, 2019).

A number of interconnected elements influence performance outcomes, but two of the most important ones are ability and motivation. Keith Davis asserts that ability and motivation work together to produce performance, with ability encompassing job-related knowledge and skills, and motivation being influenced by one's attitude and workplace environment. The ability element includes both acquired skills, like technical competency, and natural potential, like intelligence quotient (IQ). Workers are more likely to meet performance standards if they possess the necessary knowledge and abilities. To maximize productivity, it is therefore essential to assign assignments that correspond with individual competencies. An ideal match between job roles and capabilities guarantees that workers are competent and self-assured in producing outcomes (Sunardi & Awaliah, 2025).

2.2. Transformational Leadership

According to Bie et al. (2019), transformational leadership is used by leaders who inspire their employees with a vision and a strong desire to develop and enhance employee interests by instilling awareness and understanding of collective interests and their own interests. According to Nugroho (2019), transformational leadership is a way for a group of people to communicate with one another, creating relationships that enhance motivation and morale in both leaders and followers. Furthermore, according to Hendrayanti (2024), transformational leadership was initially developed as a way to address limitations, based on theoretical and empirical research developed based on the phenomena observed by Ruswanti et al. (2023). Transformational leadership can be effective in achieving greater organizational performance by encouraging

members to work together to achieve desired goals (Dewi et al., 2022). Planning, organizing, leading, and controlling are all critical functions of leadership in an organization. It is feasible that the organization being established will meet the necessary expectations if there is a leader who oversees all organizational activities in line with its vision and goals. An organization's success is determined by its leadership. This is because leadership is the focal point of major organizational changes, leadership develops into a personality that has an impact, and leadership is an art in establishing organizational appropriateness and stability (Nurfadila, 2024).

According to Thariq et al. (2023) there are four components of transformational leadership, namely: (1) Idealized influence, which is the behavior of a leader in conveying a vision and mission, and obtaining responses and trust from employees, (2) Inspirational motivation, which is the behavior of a leader who bridges good communication and high expectations, and inspires his employees to achieve goals that result in great progress for the organization, (3) Intellectual stimulation, which is the behavior of a leader who continuously strives to increase the creativity and innovation of subordinates, increase rationality, and solve existing problems carefully, (4) Individualized consideration, which is the behavior of a leader who treats each employee as someone who has different needs, abilities, and views, and educates and advises for the progress of employees. Planning, organizing, leading, and controlling are all critical functions of leadership in an organization. It is feasible that the organization being established will meet the necessary expectations if there is a leader who oversees all organizational activities in line with its vision and goals. An organization's success is determined by its leadership. This is because leadership is the focal point of major organizational changes, leadership develops into a personality that has an impact, and leadership is an art in establishing organizational appropriateness and stability (Mahmud et al., 2023).

Developing a vision, encouraging contributions from subordinates, and using a transformational leadership style to motivate and inspire subordinates to accomplish shared objectives are some of the aspects that affect performance (Ciptawati & Riyanto, 2023). Additionally, paying employees for services and sacrifices of resources (time, energy, and thoughts) and competence (knowledge and talents) in both tangible and non-material forms is a significant part of compensation. (Darma & Triningsih, 2023) Pay encourages workers to reach their maximum potential in the workplace and contribute to the accomplishment of an organization's objectives. By offering actions to enhance a person's status, position, or objectives inside the company, career development also affects performance (Charli et al., 2022).

2.3. Workplace Conflict

Conflict can occur anytime and anywhere, for example, conflict between groups or between individuals within an organization. Companies are required to be able to manage their limited resources due to differences in goals, status, values, or perceptions (Ekhsan & Septian, 2021). Therefore, conflict is unavoidable, as it is part of the disagreement and incompatibility that occurs between two or more people within a group (Reksa, 2019). According to Erliana et al. (2020), workplace conflict is a difference of opinion or ideas between two or more members of an organization, resulting from differences in perspectives and disagreements on various issues. Organizational conflict can have both positive and negative impacts on the organization (in this case, the company) (Dwianto et al., 2019). Positive conflict can foster enthusiasm for work, accelerate work completion, and improve employee discipline. Role difference, power dynamics, and limited resources are only a few of the causes of conflict. To preserve organizational harmony and productivity, managers need to be aware of the causes, consequences, and management techniques of conflict. Personal animosities and emotional disagreement between people are the hallmarks of relational conflict, which is more often caused by emotional friction and personal incompatibilities than by problems with tasks. The cohesiveness and efficacy of the organization are eventually undermined by this kind of dispute, which causes team members to communicate, trust, and cooperate less (Maryani & Gazali, 2024).

Negative conflict, in this case, the company, can lead to decreased job satisfaction, job stress, decreased organizational commitment, and even intentions to quit. According to Ningsi Nassal (2016), there

are several types of conflict, including intra-individual conflict, conflict between groups and individuals, between individuals and other individuals, organizational conflict within the same group, and intra-company conflict. According to Zafarina & Frianto (2021), conflict is divided into two categories: (1) functional conflict, which strengthens the achievement of group goals by providing benefits and advantages; (2) dysfunctional conflict, which limits the achievement of group goals and has detrimental impacts on other individuals or the organization.

Effective conflict management techniques must be used by businesses to reduce stress and foster harmony in a fast-paced workplace. The first stage is to create explicit conflict management policies and procedures that offer uniform direction for recognizing, evaluating, and resolving conflict situations (Siregar & Usriyah, 2021). In order to stop conflicts from getting worse, proactive measures can be implemented, such as providing managers and staff with conflict management training that enhances their ability to communicate, negotiate, and solve problems (Wartini, 2015). The key to creating a peaceful workplace is developing an organizational culture that promotes collaboration and conflict resolution. Companies build a solid foundation to enhance team wellbeing by fostering values, including respect for one another and working together to accomplish shared objectives (Utaminingsih, 2014). Despite being perceived as a bad thing, conflict can really spur creativity and problem-solving. When handled effectively, disagreement can foster candid conversation, produce fresh concepts, and improve understanding between parties (Alriani, 2012). On the other hand, failing to manage conflict well can have negative effects, including tension in the workplace, decreased motivation, and even decreased productivity. In order to preserve peace and prosperity among team members, it is crucial for organizations to create a balanced conflict management approach that acknowledges diversity as a good potential (Siregar & Usriyah, 2021).

2.4. Employment Compensation

According to Dessler (2009), compensation is any offer or incentive given to an employee as a result of their performance. Direct payments, such as wages, salaries, incentives, commissions, and bonuses, and indirect payments, which include benefits such as insurance and vacation pay provided by the employer, are the two main components of compensation. According to Sudaryo (2018), compensation is the exchange of reciprocal rewards from the employer, such as salary or other benefits, for services or work performed by the employee. For companies, employees are a crucial resource for achieving company goals. Conversely, for employees with diverse needs, the company is a place where they can be satisfied. Compensation is the reward provided by a company to employees for their services in carrying out the tasks, obligations, and responsibilities assigned to them to achieve company goals (Febrianti & Wati, 2020).

As expressed by Sanaba et al. (2022), compensation refers to the total imbalance received by a worker or employee for services or work results in a company, either in the form of money or goods, directly or indirectly. The main goal of an employee is to get compensation that allows them to meet their needs, gain social status, and get appreciation for their work (Larasati et al., 2024). According to (Fitri et al., 2023) the factors that influence compensation, namely: (1) Supply and Demand for Labor, (2) ability and willingness of the company, (3) employee work productivity, (4) cost of living, according to (Adil et al., 2020) compensation indicators, namely: (1) basic salary, (2) allowances, (3) bonuses, (4) insurance, and (5) awards. Another important element influencing worker performance is compensation. It acts as a material incentive for workers' efforts and contributions to the objectives of the company. A favorable work environment is fostered by adequate compensation, which has an impact on employees' material well-being and psychological contentment. On the other hand, low pay might result in poor work motivation, absenteeism, and other negative behaviors. Therefore, maintaining high performance levels requires striking a balance between employee expectations and compensation. As a reward for their contributions to the company, remuneration is an essential component of the employment relationship. Salary, bonuses, benefits, and other types of financial compensation are all included. According to Robianto & Masdupi (2020), compensation is defined as

benefits or payments made to employees in recognition of their work-related contributions to the accomplishment of corporate objectives.

According to the aforementioned definition, it can be concluded that providing salaries to employees aims to motivate them, improve their welfare to meet their needs, and increase job satisfaction. This will increase employee loyalty and reduce absenteeism (Pratama & Thoyib, 2022). In summary, according to Waskita & Sari (2022), compensation encompasses all forms of rewards or reciprocity received by employees based on their contributions to the company. These benefits can be monetary or non-monetary, provided directly or indirectly. Meanwhile, Pragusti & Hidayat (2023) compare this by stating that compensation refers to all benefits received by employees in exchange for their work.

2.5. The Relationship between Transformational Leadership and Employee Performance

Previous research (Nugroho, 2019) showed that transformational leadership influences employee performance. This means that the better the implementation of transformational leadership, the better and more improved employee performance in the company. Wiswari & Sudibya (2020) stated that transformational leadership influences employee performance. The better the implementation of transformational leadership, the better and more improved employee performance. This is in line with research by Cahyandani (2021), Yuwono et al. (2020), and Gani (2020). This means that better leadership will improve employee performance. In order to accomplish the organization's objectives, transformational leaders consistently utilize the findings of recent research and successful innovations. Numerous studies and developments offer new models for solutions and techniques that can boost productivity, lower expenses, and improve performance and efficiency. For instance, but not exclusively, recently, people have become more conscious of how economic operations affect the environment and society. While economic performance is the primary emphasis of most supply chain network design papers, environmental issues have recently been considered in some studies. However, statistical modeling of the combined effects of social, environmental, and economic factors is still lacking. This is in line with research by Ruswanti et al. (2023 and Kurniati & Rojuaniah (2023, which states that transformational leadership influences employee performance. Based on the explanation above, the following hypothesis can be proposed:

H1: Transformational leadership has a positive influence on employee performance

2.6. The Relationship between Work Conflict and Employee Performance

This study (Kusdianto, 2020) states that work conflict within a company is a negative thing, leading to organizational discord. Therefore, it must be eliminated because it hinders optimal employee performance. Disputes are considered an indication of something wrong within the company, and this means that company regulations are not being implemented. This is in line with research by Wahyudin & Susilo (2020), Namora et al. (2020), Erwandari & Sari (2019), and Puspitasari et al. (2020). This means that if work conflict occurs, employee performance will decline. This is in line with research by Ruswanti (2013). Based on the explanation above, the following hypothesis can be proposed:

H2: Work conflict hurts employee performance

2.7. The Relationship Between Work Compensation and Employee Performance

Research conducted by Pratama & Thoyib (2022) found that employee performance can be significantly influenced by compensation, and increased compensation significantly improves employee performance. In conclusion, compensation has a significant impact on employee performance. The findings of this study indicate that components such as salary, bonuses, allowances, insurance, benefits, and awards

have the potential to influence employee performance. Compensation has a significant impact on employee performance, a conclusion consistent with previous research conducted by Pratama & Thoyib (2022), Larissa et al. (2023), Waskito & Sari (2022), and Budiningsih (2020). Therefore, the following hypothesis is proposed:

H3: Job Compensation has a positive influence on Employee Performance

2.8. The Relationship between Transformational Leadership, Job Conflict, Job Compensation, and Employee Performance

Research conducted by Pratama & Thoyib (2022) shows that employee performance can be significantly influenced by compensation, and that increased compensation will indeed improve employee performance. Previous research by Dwianto et al. (2019) showed that job conflict has a significant positive influence on employee performance. Nugroho (2019) stated that transformational leadership, job conflict, and job compensation have a positive influence on performance. Based on the results of the previous research above, the following hypothesis can be proposed:

H4: Transformational Leadership, Job Conflict, and Job Compensation collectively have a positive influence on Employee Performance

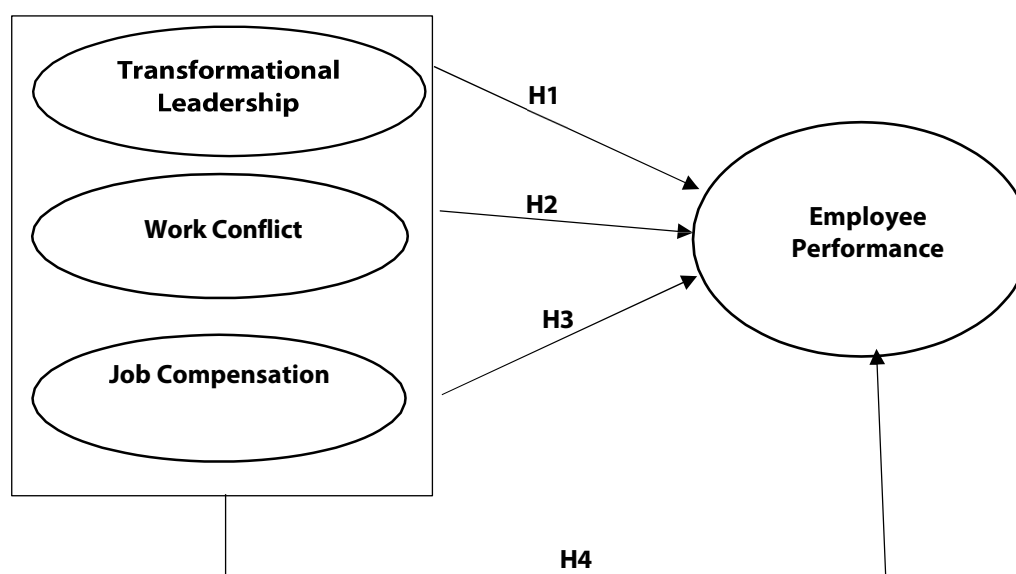


Figure 1. Conceptual Framework

III. Research Method

This study uses a causal approach with a quantitative approach derived from a theoretical framework. The objective of this study was to determine the influence of transformational leadership, work conflict, and compensation on employee performance in hotel companies in Jakarta. Data were obtained through surveys and questionnaires, using a Likert scale with a rating scale of 1 to 5. A score of five indicates strongly agree (SS), a score of four indicates agree (S), a score of three indicates neutral (N), a score of two indicates disagree (TS), and a score of one indicates strongly disagree (STS). The sampling technique used in this study was purposive sampling. Purposive sampling was based on specific criteria to obtain a sample relevant to the research objectives. The criteria used included: the population for this study was male and female employees working in Jakarta hotel companies; the age range of the required population ranged from 25 to 55 years; and

both male and female employees who were currently or had worked in Jakarta hotels within the past 12 months.

The data collection technique used was through a questionnaire distributed online via several social media and WhatsApp. Data collection was conducted once. This study employed multiple linear regression analysis, and the sample size was determined based on Hair et al. (2021). The required sample size was a minimum of five times the number of statements. The required sample size was 135 respondents, obtained by multiplying the 27 statements by 5. According to Elronny et al. (2021), transformational leadership variables consist of four components: (1) Idealized influence, (2) Inspirational motivation, (3) Intellectual stimulation, and (4) Individualized consideration. According to Ningsi Nassal (2016), the foundational dimensions of work conflict are: (1) honesty, (2) responsibility, (3) self-confidence, (4) fairness, and (5) maintaining honor. Furthermore, the Work Compensation variable (Reksa, 2019) consists of (1) Salary, (2) Incentives, (3) Bonuses, and (4) Allowances. Meanwhile, the employee performance variables measured in this study were employee performance perceptions. According to Zafarina & Frianto (2021), there are four (4) indicators used for performance assessment: (1) work quality, (2) work quantity, (3) work punctuality, and (4) cooperation. The data analysis method in this study used simple linear regression analysis with SPSS statistical software. The tests used in this study included validity and reliability tests, normality tests, multicollinearity tests, and heteroscedasticity tests. Hypotheses were tested using the F test, t test, and coefficient of determination (R²). Reliability was measured using Cronbach's alpha, with a value of >0.6 considered reliable (Given, 2019).

IV. Result and Discussion

4.1. Analysis Result

The results of the demographic study showed that respondents were predominantly male (91) and female (70) by gender. Based on age, the most predominant respondents were 25-30 years old (51.6%), followed by 52 (32.3%) and 45-55 years old (26). Respondents were predominantly high school (90) and bachelor's (45) degrees (28%). Respondents were predominantly staff (102) and supervisor (48) based on length of service (36.6%). Furthermore, respondents were classified by length of service (9-12 years) (32.3%), 50 (31.7%), and over 12 years (50-12 years), 36 (22.4%), 1-4 years (23). Respondents based on domicile were predominantly in Jakarta (76 people) (32.9%), Tangerang (53 people) (47.2%), and Bekasi (32 people) (19.9%). Respondents based in the workplace were in Sutasoma (32 people) (19.9%), Holiday Inn (51 people) (47.2%), Santika (32 people) (19.9%), and Intercon (20 people) (13%). Furthermore, respondents based on income were 81 people (50.3%) with income between Rp 5,000,000 and Rp 7,500,000, and above (49.7%).

This study conducted a validity test, resulting in a table r value of 0.1678. A variable is considered valid if the calculated r value is greater than the table r value. Based on these data, it can be concluded that each variable in this study is valid and acceptable, as most of the calculated r values obtained were greater than the tabulated r (0.1678). Furthermore, reliability was tested using Cronbach's alpha, which is considered reliable if >0.6. The study obtained Cronbach's alpha values for transformational leadership of 0.966, work conflict of 0.970, work compensation of 0.959, and employee performance of 0.975. The normality test generated from the histogram graph, Kolmogorov-Smirnov test, and P-P plot indicated that the data in this study were normally distributed. Meanwhile, the multicollinearity test showed no indication of multicollinearity, with the VIF value <10 and the highest tolerance value of 0.063 >0.10 indicating that multicollinearity was absent for each independent variable in the regression model. The heteroscedasticity test showed no indication of heteroscedasticity, as seen in the scatterplot graph, where the points were randomly distributed.

The results of the classical assumption test conducted in this study indicated that the regression met the feasibility and requirements of a regression model. The results of the regression test can be seen in Table 1.

Table 1. Results of The Classical Assumption Test

Model		Unstandardized Coefficient		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	0,002	0,088	
	Transformational Leadership	0,001	0,018	0,001
	Work Conflict	-0,334	0,097	-0,212
	Job Compensation	1,381	0,079	1,210
a. Dependent Variable: Employee Performance				

From Table 1, the multiple linear regression equation can be constructed as follows: $Y = 0.002 + 0.001 X_1 + -0.334 X_2 + 1.381 X_3$. The obtained regression equation is explained as follows: the value of 0.002 is a constant value, indicating that if the values of Transformational Leadership (X1), work conflict (X2), and work compensation (X3) are zero, then the constant value of employee performance is 0.002. The regression coefficient value of X1 of 0.001 indicates that transformational leadership does not significantly influence employee performance, meaning that every 1-unit decrease in Transformational Leadership will affect employee performance by 0.001. The regression coefficient value of X2 of -0.334 indicates that work conflict hurts employee performance, meaning that every 1-unit decrease in work conflict will affect employee performance by -0.334. The X3 regression coefficient value of 1.381 shows that work compensation has a positive influence on employee performance, which means that every 1 unit increase in work compensation will affect employee performance by 1.381. The t-test in this study was used to determine the relationship between transformational leadership, work conflict, and compensation on employee performance. The t-table value was 2.003. The results of the T-test can be seen in Table 2.

Table 2. t-test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,002	0,088		0,021	0,983
	Transformational Leadership	0,001	0,018	0,001	0,045	0,964
	Work Conflict	-0,334	0,097	-0,212	-3,428	0,001
	Job Compensation	1,381	0,079	1,210	17,454	0,000
a. Dependent Variable: Employee Performance						

Table 2 shows that the significance value of transformational leadership (X1) on employee performance (Y) is $0.964 > 0.05$, and the calculated t-value is $0.045 > 2.003$, indicating that H1 is rejected and there is no significant effect of transformational leadership on employee performance. The significance value of work conflict (X2) on employee performance (Y) is $0.001 < 0.05$, and the calculated t-value is $-3.428 > 2.003$, indicating that H2 is rejected and there is no significant effect of work conflict on employee performance. And the significant result of work compensation (X3) on employee performance (Y) is $0.000 < 0.05$, and the calculated t value is $17.454 > t$ table 2.003 shows h3 is accepted and there is a significant influence of work compensation on employee performance. From the results of the table.3, namely the results of the t-test, the results obtained for the significant value of transformational leadership (X1) on employee performance (Y) is $0.964 > 0.05$, and the calculated t value is $0.045 > t$ table 2.003 shows H1 is rejected and there is no significant influence of transformational leadership on employee performance. The significant result of work conflict (X2) on employee performance (Y) is $0.001 < 0.05$, and the calculated t value is $-3.428 > t$ table 2.003, showing H2 is rejected, and there is no significant influence of work conflict on employee performance. And the significant result of work compensation (X3) on employee performance (Y) is $0.000 < 0.05$, and the calculated t value is

17.454 > t table 2.003 shows that h3 is accepted and there is a significant influence of work compensation on employee performance.

Table 3. f-test

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5812,980	3	1937,660	18707,422	.000 ^b
	Residual	13,569	131	0,104		
	Amount	5826,548	134			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Transformational Leadership, Work Conflict, Job Compensation						

Table 3 shows that the F test in this study obtained an F table value of 2.769, and based on Table 2 in the study conducted, it produced a significant value for the influence of Transformational Leadership (X1), work conflict (X2) and work compensation (X3) on employee performance (Y) of $0.000 < 0.05$ and $F \text{ count } 18707.422 > F \text{ table } 2.769$. From the results of the study, it is proven that there is an influence of Transformational Leadership, work conflict, and work compensation on employee performance together, and significantly H4 is accepted.

Table 4. R-Square

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.999 ^a	0,998	0,998	0,32183
a. Predictors : (Constant), Transformational Leadership, Work Conflict, Job Compensation				
b. Dependent Variable: Employee Performance				

For the R-squared determination coefficient test, the results obtained based on Table 4 are influenced by the R-squared coefficient value of 0.998 or 99.8%, meaning the magnitude of the influence of employee performance variables on Transformational Leadership variables, work conflict, and work compensation, and the remaining 0.002 or 0.2% is influenced by other variables not examined in this study.

4.1. Discussion

This study aimed to determine the effect of transformational leadership, workplace conflict, and compensation on employee performance at a hotel company in Jakarta. The employees are predominantly male, aged 31 to 45, and most are high school graduates. This company operates in the hospitality industry. The results of this study indicate that transformational leadership has no impact on employee performance. This is because the employees at this laundry service company already have and implement company standard operating procedures (SOPs), and without any supervisory oversight, employees continue to perform their duties. Based on the analysis of respondents, the transformational leadership assessment, with statements that leaders give awards to high-performing employees, was categorized as good, with an average score of 0.045. This indicates that employees are satisfied with their leaders who consistently appreciate and reward their employees' work achievements. This appreciation is expected to improve employee performance.

The study also found that workplace conflict negatively impacts employee performance. This is because workplace conflict within a company is a negative phenomenon, leading to organizational discord. Therefore, it must be eliminated as it hinders optimal employee performance. Disputes are considered an indication that something is wrong in the company, and it means that the company's rules are not being implemented. Based on the results of the analysis of respondents on work compensation, with statements of employee satisfaction levels regarding the level of salary received in the company, with an average value of -3.428, it means that employees with work conflicts in the company will cause a decline in their performance.

The study also found that work compensation has an impact on employee performance. This is because employees are responsible for their work, and they work honestly and responsibly, thus compensation impacts performance. Based on the results of the respondent analysis on work compensation, with statements of employee satisfaction with the level of salary received at the company, with an average value of 17.454, it means that employees feel additional benefits such as health insurance, annual leave, and other benefits in the company. By having a company that provides compensation according to employee workload, it is hoped that employees will feel proud, and this will improve their performance. The results of this study are in line with previous studies conducted by Pratama & Thoyib (2022), Larissa et al. (2023), Waskito & Sari (2022), and Budiningsih (2020), which stated that work compensation has a significant impact on employee performance. Furthermore, for the results of the study on employee performance, based on the results of the respondent analysis on employee performance with statements that the company values cooperation between employees, it obtained a good category with an average value of 0.021, which means that the company values its employees who have good cooperation in carrying out their work. Collaboration at work significantly impacts both employees and the company. Further research shows that transformational leadership, work conflict, and compensation collectively influence employee performance. This means that increasing transformational leadership, work conflict, and compensation will collectively impact employee outcomes and performance within the company. These findings align with previous research by Pratama & Thoyib (2022), Dwianto et al. (2019), and Nugroho (2019), which found that transformational leadership, work conflict, and compensation collectively significantly influence employee performance.

V. Conclusion

This study concludes that transformational leadership in hotel companies in Jakarta does not significantly impact employee performance, meaning that improved leadership does not affect employee performance. Similarly, work-related conflict has an impact on employee performance, meaning that if work-related conflict is reduced or improved, it will impact employee performance. Furthermore, work compensation has an impact on employee performance in hotel companies in Jakarta. Better work compensation leads to improved employee performance. This is demonstrated by improved teamwork in completing tasks. Improved work performance leads to improved employee performance, ultimately leading to goal achievement.

Limitations and Suggestions: A limitation of this study is the small sample size of 135 respondents, which cannot provide a comprehensive picture of the influence of transformational leadership, work-related conflict, and compensation on employee performance in the hotel industry in Jakarta. The recommendations derived from this study are that companies should provide more insight to prevent work-related conflict, foster trust, and foster good teamwork, which will ultimately improve employee results and performance. Researchers conducting research in hotel companies can also examine other factors that influence performance, such as job satisfaction, trust, and loyalty.

Managerial Implications: An important managerial implication for hotel companies from this study is the transformational leadership variable, which is still characterized by low self-confidence. Companies should provide training or learning that can build and enhance employee self-confidence. High self-confidence will impact employee performance. Regarding the work conflict variable, which focuses on individual considerations, companies should maintain established communication and provide insight and guidance to prevent negative work conflicts and foster teamwork among employees. Effective communication and appreciation for employee performance will further improve performance, thereby achieving company goals.

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