

The Identification Of Leadership Style Of Hotel Managers In Makassar

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ABSTRACT

One of the factors that influence loyalty of employment is leadership style. The purpose of this research is to identify leadership style used by leader of hotels in Makassar. Data collected using survey. Self-reflective questionnaires were used to collect data. As many as 57 respondent participated in the study. The collected data were analyzed descriptively prior to validity and reliability test. The results reveal that democratic leadership style is mainly apply by hotel manager and leaders in Makassar.

Keywords: hotel, leadership, Makassar, managers.

1. INTRODUCTION

In the information technology era, business of hospitality has developed rapidly (Garda, 2022; Stavrinoudis, Kakarougas & Vitzilaiou, 2022). The hospitality business includes a range of industries that provide services to customers who are away from home (Elshaer, Azazz & Fayyad, 2023). This can include accommodations, food and beverage services, travel and tourism, and other related services ((Stavrinoudis, Kakarougas & Vitzilaiou, 2022). Some examples of businesses within the hospitality industry include hotels, resorts, restaurants, bars, cafes, event venues, and travel agencies (Elshaer, Azazz & Fayyad, 2023). The primary goal of these businesses is to provide customers with a positive and enjoyable experience, often through excellent customer service, comfortable and inviting facilities, and high-quality products and services.

There are many hotels that have been built at this time (Elkhwesky et al., 2022). With so many government programs that encourage and promote tourism in Makassar, it will definitely bring in many guests, both from abroad and within their own country. Therefore, many entrepreneurs are interested and interested in building hotels. The increase in hotel construction will lead to increased competition between entrepreneurs (Elkhwesky et al., 2022). All hotels are required to further develop their quality, both in terms of building, comfort, and service in order to provide the best comfort for their customers.

One way to improve service is to recruit competent Human Resources (Dyczkowska & Dyczkowski, 2018). With competent Human Resources, the hotel may get better performance ((Stavrinoudis, Kakarougas & Vitzilaiou, 2022). Human Resources is a very important factor in a company besides other factors, such as capital (Echebiri & Amundsen, 2021). Therefore, Human Resources must be managed very well to increase organizational effectiveness and efficiency (). Human Resources is one of the most important factors if you want to start or open a company, including a hotel because it is a key that determines the development of the company that we will manage.

Employees are one of the company's main assets (Soomro & Shah, 2022). An employee is anyone who provides services, both in the form of thoughts and energy, and gets remuneration or compensation, the amount of which has been determined in advance (Gull et al., 2022). Employees are human beings, like assets, without employee intervention, no matter how great the company is, it will not be able to run well (McCutcheon & Haynes, 2022). The role of employees greatly affects the success or failure of the company (Oberer & Erkollar, 2018). The company will place qualified employees in each position so that the implementation of workers is more efficient and useful (Elshaer, Azazz & Fayyad, 2023).

Companies and employees have a crucial relationship (Zeeshan & Su, 2022). Companies need employees to operate, and employees need companies to work (Shamshad & Kamran, 2022). Companies that have good relations with their employees will generally last a long time and be harmonious, compared to companies that do not maintain relations with their employees.

Mobilizing employees in the company effectively depends on how the leadership manages the company (Nguyen et al., 2022). Leadership is the process of influencing or setting an example to followers in order to achieve organizational goals (Iqbal, Ahmad & Nazir, 2023). However, in executing leadership, leaders have specific leadership style (Hoque & Zarin, 2023). Leadership style is one of the most important aspects in carrying out one's leadership and determining one's success. Leadership style is the norm of behavior used by someone when that person tries to influence the behavior of other people or subordinates (Kalkan et al., 2020).

Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved (Juyumaya & Juan, 2023). Meanwhile, according to Elkhwesky, Islam, Ramkissoon & Castañeda-García (2022), leadership style can be explained through two extreme points, namely leadership that focuses on superiors and leadership that focuses on subordinates. The leadership style is influenced by factors of managers, subordinates and situations (Abdullahi, Anarfo & Anyigba 2020; Alblooshi, Shamsuzzaman & Haridy. 2020). If the leader is more concerned with the interests of the organization and keeps his personal interests away, then the leader will use an authoritarian leadership style (Adelaide & Paarima, 2022). If subordinates have better work experience, and want participation, the leader will apply a participative leadership style.

2. Literature Review

2.1. Leadership Concept

Leadership has a very broad meaning, covering the knowledge of leadership, leadership techniques, the art of leading, characteristics of leadership, and history of leadership. Leadership is influencing, motivating, and enabling others to contribute to the effectiveness and success of the organization where they are members (Eckardt et al., 2021; Geibel, Rigotti, & Otto, 2022; Dhamija, Chiarini & Shapla, 2023). Leadership is a process of influencing and supporting others to work enthusiastically to achieve goals. Leadership is a process of influencing others to understand and agree on what needs to be done and how to do it, and a process to facilitate individual and collective efforts to complete common goals (Kim, Kang & Lee, 2023). So, leadership according to the research above is a process of influencing someone to work harder in order to achieve company goals.

Leadership is the use of power and influence to direct the activities of followers towards achieving goals, where direction can influence followers' interpretation of organizational events from their work activities, their commitment to major goals, their relationships with other followers, and their access to cooperation and support from other unit (Mehdi, Fahim & Haithem, 2022). According to Elkhwesky, Islam, Ramkissoon & Castañeda-García (2022), the notion of leadership is the activity or art of influencing other people to want to cooperate based on the person's ability to guide others in achieving the goals desired by the group. From the several definitions above, it can be concluded that leadership is the ability to influence other people,

subordinates or groups, the ability to direct the behavior of subordinates or groups, has special abilities or expertise in the field desired by the group, to achieve organizational or group goals. A leader is essentially someone who has the ability to move other people / subordinates while being able to influence that person to do something in accordance with the goals to be achieved.

Alblooshi, Shamsuzzaman & Haridy (2020) suggest that there are 5 objectives that must be carried out to become an effective leader, namely:

1. Bring people together to work as a team. Not everyone in a group has the same interest and motivation. A leader must work hard to create and build a strong team to accomplish big things, and to make decisions.
2. Motivate people to perform. Leading cannot be done without inspiring people to do great things. Effective leaders always make time to motivate their subordinates to do something.
3. Take responsibility for bottom-line results. A leader has to take a very big responsibility in the company.
4. Make difficult decisions. It is a leader's job to hire the right people, fire the wrong people, and ask people to make corrections.
5. Create positive energy. Workers need a strong leader with a positive and enthusiastic nature.

So, it can be concluded that leadership is an activity used by a leader to influence his subordinates to work harder to achieve predetermined goals/targets. How to influence subordinates depends on the leadership style used by the leader (Ahmed, Nawaz & Khan, 2016; Adelaide & Paarima, 2022). Every leader has a different leadership style towards his employees. For more details, leadership styles will be discussed after discussion about leadership theory.

2.2. Leadership theories

Many researches have been conducted to explore existence of leadership (Caillier, 2020; Asmawi & Fulazzaky, 2022; Barnová et al., 2022). There are several different leadership theories, including:

1. Trait theory, this theory suggests that certain innate qualities and characteristics, such as intelligence, charisma, and confidence, make individuals more likely to be effective leaders. Successful leaders definitely have interests, abilities, and personality traits that are different from those of the less effective leaders. Through many researches conducted in the last three decades of the 20th century, a set of core traits of successful leaders have been identified. These traits are not responsible solely to identify whether a person will be a successful leader or not, but they are essentially seen as preconditions that endow people with leadership potential. Among the core traits identified are achievement drive such as high level of effort, high levels of ambition, energy and initiative; self-confidence in form of belief in one's self, ideas, and ability; cognitive ability such as capable of exercising good judgment, strong analytical abilities, and conceptually skilled.
2. Behavioral theory, this theory suggests that leadership is a set of behaviors that can be learned and developed, regardless of inherent traits or qualities. It focuses on the actions and behaviors of leaders, rather than their traits.
3. Situational theory: This theory suggests that effective leadership depends on the situation, and that different leadership styles may be appropriate for different situations. For example, a leader may need to be more directive in a crisis situation, but more collaborative in a team-building exercise.
4. Transformational theory: This theory suggests that leaders should inspire and motivate their followers to achieve a shared vision and goals, rather than simply giving orders or commands.

5. **Servant leadership:** This theory suggests that the primary role of a leader is to serve their followers, rather than expecting their followers to serve them. Servant leaders prioritize the needs and well-being of their followers, and focus on empowering them to achieve their own goals.
6. **Authentic leadership:** This theory suggests that effective leaders are true to themselves and their values, and that their followers are more likely to trust and follow them as a result. Authentic leaders are transparent and honest, and prioritize building strong relationships with their followers.

These are just a few examples of the many leadership theories that have been developed over the years. Different theories may be more or less applicable depending on the situation and the individual leader's strengths and weaknesses.

2.3. Leadership Styles

The leadership style here is behavior of leaders towards their followers, or the way that leaders use to influence their followers (Becker et al., 2022). While other experts state that leadership styles are consistent behavior patterns that are applied at work (Pažur, 2022).

Conceptually, there are three emphases in leadership style in managing an organization (Kalkan et al., 2020) namely:

1. Effective leadership is situational leadership in applying various leadership styles such as autocratic, paternalistic, *laissez faire*, democratic and charismatic styles.
2. The appropriate leadership style is determined by the level of maturity or maturity of the members of the organization.
3. What role are leaders expected to play in the organization.

There are several different leadership styles that leaders can use, depending on the situation and their personal preferences. Some of the most common leadership styles include:

1. **Autocratic leadership:** This style involves a leader who makes all the decisions and has complete control over their followers. It is best used in situations where quick, decisive action is needed, but can lead to resentment and lack of engagement among followers.
2. **Democratic leadership:** This style involves a leader who seeks input and feedback from their followers before making decisions. It can lead to more buy-in and engagement from followers, but can also be slower and more cumbersome than autocratic leadership.
3. **Laissez-faire leadership:** This style involves a leader who delegates most of their responsibilities to their followers, providing minimal guidance or direction. It can be effective in situations where followers are highly skilled and self-motivated, but can lead to confusion and lack of direction without strong leadership.
4. **Transformational leadership:** This style involves a leader who inspires and motivates their followers to achieve a shared vision or goal. It emphasizes collaboration, creativity, and innovation, and can be highly effective in organizations that require adaptability and change.
5. **Servant leadership:** This style involves a leader who prioritizes the needs and well-being of their followers, working to empower them to achieve their own goals. It emphasizes empathy, listening, and humility, and can be effective in organizations that prioritize social responsibility and community engagement.
6. **Situational leadership:** This style involves a leader who adapts their leadership style to fit the specific situation they are facing. It emphasizes flexibility and responsiveness, and can be effective in organizations that face diverse challenges and changing circumstances.

These are just a few examples of the many leadership styles that exist (Oberer & Erkollar, 2018; Stavrinoudis, Kakaroungkas & Vitzilaiou, 2022). Different styles may be more or less effective depending on the situation and the leader's personality and strengths.

3. RESEARCH METHODS

3.1 Types of Research

In this study, the authors used quantitative research, which is a study that uses numbers, starting from data collection, interpretation of the data, and the appearance of the results which aim to find whether there is a relationship between the two variables (Pažur, 2022). The type of research used in this research is descriptive quantitative, which can describe the reality of the incident under study making it easier for the writer to obtain objective data in order to understand and identify what leadership style is used by the leadership of hotels in Makassar.

3.2 Research Locations

The research locations are hotels in Makassar.

3.3 Variable Operational Definition

Shamshad & Kamran (2022) suggested that a democratic leadership style generally assumes that people's opinions are better than their own and that participation will create responsibility for its implementation. The indicators of democratic leadership style are as follows:

1. Align personal interests and organizational interests.
2. Happy to receive suggestions, opinions, even criticism from subordinates.
3. Always prioritize cooperation / teamwork in achieving goals.
4. Always try to correct mistakes made by employees.
5. Make employees more successful than they are.
6. Developing his own capacity as a leader.

Iqbal, Ahmad & Nazir(2023) claimed that charismatic leadership style as considered as a combination of charm and personal appeal that contributes to an extraordinary ability to make others support the vision and also promote it with enthusiasm. The indicators of transformational leadership style are:

1. Convey an interesting vision.
2. Using strong and expressive forms of communication when achieving the vision.
3. Taking personal risks and making self-sacrifice to achieve that vision.
4. Deliver high expectations.
5. Demonstrates follower belief.
6. Creating a role model of consistent behavior from the vision.
7. Manage followers' impressions of leaders.
8. Building identification with groups or organizations.

Kalkan, U.; Aksal, F.A.; Gazi, Z.A.; Atasoy, R.; Dagli, G. (2020) the autocratic leadership style is the leader who determines his own policies and plans for his group, makes his own decisions, but has full responsibility. Indicators of autocratic leadership style are:

1. The right decision.
2. Leaders who make their own decisions.
3. Indifference with subordinates.
4. Leaders don't let employees take the initiative.
5. Feelings of dissatisfaction and stress that arise in employees.

6. Subordinates depend on superiors.

3.4 Types and Sources of Data

Primary data were collected by the researchers. Primary data is a source of research data that is directly obtained by the research subject, in which case the research subject is an employee of hotels in Makassar ((Kumar, Dubey & Kothari, 2022). The primary data in this study were in the form of respondents' answers to the questionnaire given by the researcher which was measured using a Likert scale with 4 levels of preference for answers.

3.5 Population and Sample

The population is the entire research subject that includes all elements and elements (Kumar, Dubey & Kothari, 2022). While the sample is an element or elements that represent the entire population. Sampling uses Simple Random Sampling, which is a sampling technique from members of the population that is carried out randomly without regard to the existing strata in the population (Kumar, Dubey & Kothari, 2022). In this study, the researcher will determine all Swiss-Belhotel employees as a population.

3.6 Data Collection

The author chose a data collection technique by distributing questionnaires / questionnaires. Questionnaire is a technique or data collection tool in the form of written questions that must be answered in writing as well (Kumar, Dubey & Kothari, 2022). By distributing questionnaires to several respondents, it will be easier for researchers to calculate the desired results. With the questionnaire, the author can also filter data sourced from respondents.

3.7 Data Analysis

Data analysis is a way of processing data into information so that the data is easier to understand and useful for solving problems, especially problems related to research.

3.7.1 Descriptive Analysis

Descriptive analysis is an analysis that aims to change a collection of data into information that is easier to understand. Descriptive analysis is used to explain the data and is presented in tabular form. In this study to obtain the desired results, the authors used the average and standard deviation method.

3.7.2 Validity and Reliability Test

According to Kumar, Dubey & Kothari, (2022) valid means that the instrument can be used to measure what should be measured. It is said to be valid if the coefficient between the items and the total item is equal to or above 0.3 then the item is declared valid, but if the correlation value is below 0.3 then the item is declared invalid.

Reliability is the degree of precision, accuracy or accuracy shown by the measurement instrument (Kumar, Dubey & Kothari, 2022). In general, valid data is definitely reliable, but reliable data is not necessarily valid, therefore, reliability testing must be carried out. According to Alpha Cronbach, a reliable level of reliability is $> 0.60 - 0.80$.

4. RESULT AND DISCUSSION

The section is divided into five main sections, respondents' back ground, descriptive finding, validity and reliability test, dan discussion.

4.2 Description of Respondents

This section will provide respondents background base on gender and age.

4.2.1 Gender

Characteristics of respondents based on gender will be shown in the table below:

Table 1: Characteristics of respondents based on gender

Gender	Absolute Frequency	Percentage
Female	33	57.9
Male	24	42.1
Total	57	100

Source: data collected for the study

Based on the above data, it is known that there were more female respondents than male respondents, with 33 female respondents (57.9% percentage), and 24 male respondents (42.1% percentage).

4.2.2 Description of Respondents by Age

Characteristics of respondents based on age will be shown in the table below:

Table 2. Characteristics of Respondents Based on Age

Age	Absolute Frequency	Percentage
≤31	32	56,14
32-41	9	15,79
42 - 51	6	10,53
≥52	10	17,54
Total	57	100

Source: Data collected for the study

Based on the data in table 2, it is known that the most age distribution of respondents is between the ages of 21 years less are 56.14%. There were 9 respondents aged between 32-41 years with a percentage of 15.8%. After that the respondents who were 42-51 years old, with a total of 6 respondents, the percentage was 10.5% and more 51 years are 10 or 17,54 percent.

4.3. Leadership Style

The aim is to identify what leadership style hotels managers in Makassar. Based on literature review, three In this study, the authors raised three leadership styles, namely the democratic leadership style with 6 questions, the charismatic leadership style with 6 questions, and the autocratic leadership style with 6 questions.

4.3.1. Democratic Leadership Style

From data analysis, it can be seen that in the first statement, namely the leadership is happy to accept employee suggestions, 38 people with a percentage of 66.7% gave answers that agreed with a standard deviation of 0.499, which means that the answers are close to the average. A total of 18 people gave answers that strongly agreed with a percentage of 31.6%, 1 person gave an answer that did not agree with a percentage of 1.8% and no one gave an answer that strongly disagreed.

In the second statement, namely the leadership heard the opinions of employees in making policies, as many as 36 people with a percentage of 63.2% gave answers that agreed, with a standard deviation of 0.590 which means that the answers are close to the average. A total of 19

people gave answers that strongly agreed with a percentage of 33.3%, 1 person gave an answer that disagreed with a percentage of 1.8%, and 1 person who answered strongly disagreed with a percentage of 1.8%.

In the third statement, namely the leadership likes to receive criticism from employees, as many as 36 people with a percentage of 63.2% gave answers that agreed with a standard deviation of 0.591, which means that the answers are close to the average. A total of 15 people gave answers that strongly agreed with a percentage of 26.3%, 6 people gave answers that disagreed with a percentage of 10.5%, and no one gave answers that strongly disagreed.

In the fourth statement, the leadership always prioritizes cooperation in achieving goals, as many as 31 people with a percentage of 54.4% gave answers that agreed with a standard deviation of 0.503, which means the answers are close to the average. A total of 26 people gave answers that strongly agreed with a percentage of 45.6%, no one gave answers that disagreed, and no one gave answers that strongly disagreed.

In the fifth statement, the leadership tries to make employees more successful than they are, as many as 32 people with a percentage of 56.1% give answers that agree with a standard deviation of 0.577, which means the answers are close to the average. A total of 22 people gave answers that strongly agreed with a percentage of 38.6%, 3 people gave answers that did not agree with a percentage of 5.3%, and no one gave answers that strongly disagreed.

In the sixth statement, the leader always develops his personality as a leader, as many as 33 people with a percentage of 57.9% gave answers that agreed with a standard deviation of 0.572, which means the answers are close to the average. A total of 21 people who gave answers agreed with a percentage of 36.8%, 3 people who gave answers that disagreed with a percentage of 5.3%, and no one gave answers that strongly disagreed.

4.3.2. Charismatic Leadership Style

Charismatic leadership was measured using 6 indicators. It can be seen that the first statement, the leadership is always trying to make the organization even better, as many as 46 respondents with a percentage of 80.7% gave the answer in agreement, the standard deviation is 0.398 which means the answer is close to the average. A total of 11 people with a percentage of 19.3% gave answers that strongly agreed, and no one gave answers that neither agreed nor strongly disagreed.

In the second statement, namely the leadership dares to take risks, as many as 39 people with a percentage of 68.4% gave answers that agreed, the standard deviation was 0.549 which means the answers are close to the average. A total of 13 people with a percentage of 22.8% gave answers that strongly agreed, 5 people with a percentage of 8.8% gave answers that did not agree, and no one gave answers that strongly disagreed.

In the third statement, namely the leadership believes in their employees, as many as 37 people with a percentage of 64.9% gave answers that agreed, the standard deviation was 0.559 which means that the answers are close to the average. A total of 16 people with a percentage of 28.1% gave answers that strongly agreed, 4 people with a percentage of 7% gave answers that did not agree, and no one gave answers that strongly disagreed.

In the fourth statement, namely the leadership has values that can be imitated by employees, as many as 41 people with a percentage of 71.9% gave answers that agreed, the standard deviation was 0.474 which means the answers are close to the average. As many as 15 people with a percentage of 26.3% gave answers that strongly agreed, 1 person with a percentage of 1.8% gave answers that did not agree, and no one gave answers that strongly disagreed.

In the fifth statement, namely the leadership can overcome situations of uncertainty in the organization, as many as 42 people with a percentage of 73.7% gave answers that agreed, the standard deviation was 0.515 which means that the answers are close to the average. A total of 9 people with a percentage of 15.8% gave answers that strongly agreed, 6 people with a percentage of 10.5% gave answers that did not agree, and no one gave answers that strongly disagreed.

In the sixth statement, namely my boss is someone who is responsible for the decisions taken, as many as 40 people with a percentage of 70.2% gave the answer in agreement, the standard deviation was 0.462 which means the answer is close to the average. As many as 17 people with a percentage of 29.8% gave very agree answers, no one gave answers that neither disagree nor strongly disagree.

4.3.3. Autocratic Leadership Style

Similar to charismatic and democratic, six indicators were applied to assess autocratic leadership. It can be seen in the first statement, the leadership made the decisions themselves, as many as 45 respondents with a percentage of 78.9% gave answers that did not agree, the standard deviation was 0.510 which means the answers are close to the average. As many as 7 people with a percentage of 12.3% gave answers that agreed, as many as 4 people with a percentage of 7% gave answers that strongly disagreed, and as many as 1 person with a percentage of 1.8% gave answers that strongly agreed.

In the second statement, namely the leadership does not care about employees (ignorant), as many as 32 people with a percentage of 56.1% gave answers that did not agree, the standard deviation was 0.695 which means that the answers are close to the average. A total of 21 people with a percentage of 36.8% gave answers that strongly disagreed, 2 people with a percentage of 1.8% gave answers that agreed, and 2 people with a percentage of 1.8% gave answers that strongly agreed.

In the third statement, namely the leadership does not encourage the initiative of subordinates, as many as 44 people with a percentage of 77.2% gave answers that do not agree, the standard deviation is 0.580 which means the answers are close to the average. As many as 6 people with a percentage of 10.5% gave answers that strongly disagreed, 5 people with a percentage of 8.8% gave answers that agreed, and 2 people with a percentage of 1.8% gave answers that strongly agreed.

In the fourth statement, i.e. I continue to follow the leader's orders, as many as 35 people with a percentage of 61.4% gave an affirmative answer, a standard deviation of 0.685 which means that the answer is close to the average. A total of 13 people with a percentage of 22.8% gave answers that did not agree, 7 people with a percentage of 12.3% gave answers that strongly agreed, and 1 person with a percentage of 1.8% gave answers that strongly disagreed.

In the fifth statement, namely I feel dissatisfied while working with the leadership, as many as 48 people with a percentage of 84.2% gave answers that did not agree, the standard deviation was 0.397 which means the answers are close to the average. As many as 6 people with a percentage of 10.5% gave answers that agreed, 3 people with a percentage of 5.3% gave answers that strongly disagreed, and no one gave answers that strongly agreed.

In the sixth statement, namely I feel very pressured when working with the leadership, as many as 43 people with a percentage of 75.4% gave an answer that does not agree, the standard deviation is 0.495 which means the answer is close to the average. A total of 9 people with a percentage of 15.8% gave answers that strongly disagreed, 5 people with a percentage of 8.8% gave answers that agreed, and no one gave answers that strongly agreed.

4.4 Test Research Instruments

Research Instruments are data collection activities with certain techniques and using certain tools. The research instrument test is the process of testing the data that has been collected. In this study, the authors used 2 tests, namely validity and reliability tests.

4.4.1 Validity Test

Kumar, Dubey & Kothari, (2022) that valid means that the instrument can be used to measure what should be measured. It is said to be valid if the coefficient between the items and the total

item is equal to or above 0.3 then the item is declared valid, but if the correlation value is below 0.3 then the item is declared invalid. Each leadership style has 6 statement items, so a total of 18 statement items. After being tested, all statement items are valid, because they have a correlation value above 0.30.

4.4.2. Reliability Test

Kumar, Dubey & Kothari, (2022) suggests that the reliability test can be carried out jointly on all items or statement items in the research questionnaire. The basis for decision making in the reliability test is if the Cronbach's Alpha value is > 0.60, the questionnaire is declared reliable or consistent. If the Cronbach's Alpha value is < 0.60, the questionnaire is declared unreliable or inconsistent.

The results of the reliability test for each item show that democratic leadership style has a Cronbach's Alpha value of 0.756. The transformational leadership style has a Cronbach's Alpha value of 0.751. Meanwhile, the autocratic leadership style has a Cronbach's Alpha value of 0.637. All values of each item are greater than 0.60, so the questionnaire distributed to respondents is reliable (consistent).

4.5. Comparison of the three leadership style

To assess leadership dominant leadership style, average mean value and standard deviation were applied. The mean and standard deviation are presented on table 3 below.

Table 3. Comparison of the three leadership style

No	Leadership style	Mean	Std Deviation
1	Democratic	3.31	0.56
2	Charismatic	3.19	0.49
3	Autocratic	2.89	0.56

Source: Analysis data for the study

In table 3 above, the Democratic Leadership Style has the highest average mean value, which is 3.31 with a standard deviation of 0.56. Then followed by a charismatic leadership style with an average value of 3.19 with a standard deviation of 0.49. Then the autocratic leadership style with an average value of 2.89 and a standard deviation value of 0.56.

4.5. Discussion

The results reveal that democratic leadership style is the dominant leadership style among the other style. The finding supports previous research results that democratic leadership style is a leadership dominant style in service sector.

Weaknesses of other style such as charismatic leadership style which may have wrong focus and unresponsive to their subordinates or constituents. Charismatic leadership may create an arrogant leader and may reluctant to change. Leaders may feel so glorified by the people around them that they forget to learn from past mistakes. In addition, when a leader leaves, resigns, retires, or at worst dies, the absence of a charismatic leader can have a negative impact on the continuity of the company. Furthermore, charismatic leaders are also prone to committing financial or ethical violations because they feel they believe they are above the law.

Similar weaknesses also exist in autocratic leadership. Employees who work under autocratic leadership show increased productivity but are not as happy with their jobs. Instead, they harbored a high level of frustration. Employees feel forced to work and lowers their morale members who are not involved in decision making will feel less concerned and responsible for work creating a culture of "just do it, the important thing is done" potentially shutting down creative thinking and innovation opportunities chance of becoming authoritarian.

On the other hand, democratic leadership seem to be suitable in hotel leadership as hotels are service industry with generally more well educated employees. Leaders expect subordinates to show maximum confidence and ability to get things done without constant supervision. Leaders expect subordinates to involve others in the decision-making process and not act alone.

In addition to the three elements above, some of the main characteristics of democratic leadership also include group members are encouraged to share ideas and opinions, although the leader remains the one who knocks the hammer over the final decision, group members feel more involved in the decision-making process so they are more likely to care about the end result. Good democratic leaders can foster trust and respect among members. Each member genuinely participates and bases their decisions on the shared morals and values of the group.

5. CONCLUSION

5.1 Conclusion

Based on the results of the research discussed in the previous chapters, there are three leadership styles that addressed to leaders in general, namely the democratic leadership style, the charismatic leadership style, and the leadership style. autocratic leadership. Application of each leadership style is different due to circumstances and conditions of every organization.

The results of questionnaire reveal that the most dominant leadership style applied is the Democratic leadership style with the highest average value, namely 3.31 and a standard deviation value of 0.560. While the Charismatic leadership style is in second place with an average value of 3.19 and a standard deviation value of 0.49. In the last sequence there is an Autocratic leadership style with the lowest average value, namely 2.89 and a standard deviation value of 0.56.

5.2 Suggestions

Based on the research finding it is recommended that:

1. Leaders should continue to prioritize collaboration in any case, especially in the decision-making process so that subordinates feel valued.
2. The leadership of hotels in Makassar should develop personality as a leader, so that the values applied to him can be imitated by his subordinates.
3. For the academic field, it is hoped that this research can continue in order to obtain more varied results, for example to find out which leadership style has the most significant influence on hotels in Makassar.

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