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SELF-LEADERSHIP, COMPENSATION, AND COMMITMENT AS DRIVERS OF EMPLOYEE PERFORMANCE IN THE HOSPITALITY SECTOR

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ABSTRACT

In an increasingly competitive hospitality and tourism industry, companies are required to maintain and improve the quality of their human resources to achieve optimal performance. This study aims to examine the influence of Self-Leadership, Compensation, and Commitment on Employee Performance at Nunamkhalu Villa & Spa, Badung. The study employs a quantitative approach with a sample of all 35 employees using a saturated sampling method. The data analysis technique utilized is multiple linear regression analysis. The results indicate that Self-Leadership has a positive and significant effect on employee performance. Additionally, compensation was also found to have a positive and significant effect on performance. Similarly, the commitment variable has a positive and significant effect on employee performance. These findings underscore the importance of self-development, providing fair compensation, and enhancing commitment to support the achievement of more optimal employee performance.

Keywords: employee performance, self-leadership, compensation, commitment

1. INTRODUCTION

In the increasingly competitive era of the hospitality and tourism industries, business operators are required to maintain and improve the quality of Human Resources (HR) to sustain company performance. HR plays a crucial role as planners, implementers, and determinants of the achievement of organizational goals (Sedarmayanti, 2023). In Indonesia, particularly in Bali, the hospitality industry is growing at a rapid pace, resulting in competition that extends beyond price to the quality of the service experience provided to guests. Employee performance is a crucial aspect, as explained by Mangkunegara (2021:44), who defines performance as the work achievements attained by an individual, and according to Dessler (2021:15), performance is the outcome of work in terms of both quality and quantity in accordance with the responsibilities assigned.

Nunamkhalu Villa & Spa is one of the hospitality businesses operating in Badung Regency, Bali. Located at Jl. Melasti II No. 88, Kutuh, Pandawa, this villa offers a private atmosphere blending modern luxury with the tranquility of nature. Nunamkhalu offers various unit types, ranging from one-bedroom villas to family villas, each equipped with a private pool, a terrace or balcony, and a kitchenette. Additional amenities such as the Nunamkhalu Spa, a main pool, a restaurant, activity services, ample parking, and free WiFi access make this villa renowned for providing an exclusive stay experience. However, complaints regarding service from employees indicate challenges in employee performance. This situation warrants attention because inconsistent service experiences can influence customer perceptions, potentially leading to a decline in villa visits.

Table 1 shows several complaints from visitors to Nunamkhalu Villa & Spa in 2024, such as murky water, unfriendly receptionists, poor room cleanliness, and security issues regarding lost items. These complaints reflect challenges in employee performance and have the potential to cause guest dissatisfaction. This situation has also contributed to a decline in the number of visits, as seen in the subsequent visitation data.

Table 1. Guest Complaint Data. Nunamkhalu Villa & Spa, Badung Year 2024

Complaint Category	Number of Complaints	Percentage
Facilities	10	28.6%
Service	12	34.3%
Cleanliness	10	28.6%
Safety	3	8.6%

Source: Internal data from Nunamkhalu Villa & Spa, Badung (2025)

Table 2 shows that the number of visits to Nunamkhalu Villa & Spa exhibits an unstable pattern. Adult visits saw a significant increase in Q2 2024 of +259.7%, followed by fluctuating trends and a tendency toward stability in 2025. Meanwhile, child visits fluctuated significantly, dropping sharply in Q4 2024 (-31.8%), then surging again in Q1 2025 (+61.5%), before eventually declining again after that period. This fluctuation indicates challenges in maintaining consistent customer visits. This situation underscores the need to evaluate factors influencing employee performance so that the company can develop more optimal service strategies to maintain and increase the number of visits.

Table 2. Number of Visits to Nunamkhalu Villa & Spa, Badung March 2024 – September 2025

Year	Quarter	Adults	Child	Total	%Δ Adult	%Δ Child
2024	Q1 (Mar)	1,701	106	1,807	–	–
2024	Q2 (Apr–Jun)	6,122	245	6,367	+259.7%	+131.1%
2024	Q3 (Jul–Sep)	6,576	274	6,850	+7.4%	+11.8%
2024	Q4 (Oct–Dec)	6,128	187	6,315	-6.8%	-31.8%
2025	Q1 (Jan–Mar)	5,634	302	5,936	-8.1%	+61.5%
2025	Q2 (Apr–Jun)	5,775	119	5,894	+2.5%	-60.6%
2025	Q3 (Jul–Sep)	6,126	117	6,243	+6.1%	-1.7%

Source: Internal data from Nunamkhalu Villa & Spa, Badung

Employee performance refers to the extent to which employees successfully complete their tasks and is a critical factor in achieving company objectives. Performance is influenced by internal factors such as self-leadership, compensation, and commitment. Self-leadership plays a role in enhancing employee performance. Manz and Neck (2021) state that self-leadership is an individual's ability to self-motivate and take responsibility for their actions and goals. Yanti and Mursidi (2021) emphasize that self-leadership is crucial for performance improvement. At Nunamkhalu Villa & Spa in Badung, there are noticeable differences in initiative among employees, with some already demonstrating discipline and proactivity that positively impact service quality.

Another factor influencing employee performance is compensation. According to Hasibuan (2020), compensation refers to all income in the form of money or goods received by employees as remuneration. Sikula (2020) also states that compensation is an equivalent form of recognition for employees' contributions. At Nunamkhalu Villa & Spa in Badung, there remains an imbalance between workload and compensation during peak seasons, which affects motivation and service quality.

Commitment also influences performance. Andayani (2020) notes that high commitment can reduce turnover and enhance accountability. At Nunamkhalu Villa & Spa in Badung, turnover rates fluctuate, particularly during the high season when work pressure increases and is not aligned with the compensation received.

Given the importance of performance issues and the influence of these three variables, this study aims to analyze the impact of self-leadership, compensation, and commitment on employee performance at Nunamkhalu Villa & Spa, Badung. Practically, this study is expected to yield strategic recommendations regarding self-leadership training, compensation system evaluation, and strengthening commitment. Theoretically, this study contributes to research on human resource management in the tourism industry. This study is titled The Influence of Self-Leadership, Compensation, and Commitment on Employee Performance at Nunamkhalu Villa & Spa, Badung.

2. LITERATURE AND HYPOTHESES

Theoretical Framework

The goal-setting theory developed by Locke (1968) explains that individuals are motivated by the goals they set. According to Kusnadi et al. (2022), goals are the primary factor influencing an individual's choices and work behavior. This theory emphasizes the relationship between goal clarity and performance, where specific and challenging goals lead to higher achievement (Purnamasari, 2019). The level of difficulty of the goals also plays a role; goals that are too easy reduce motivation, while difficult yet realistic goals foster creativity and effort (Mahardika, 2022). In practice, an individual's behavior will persist until the goal is achieved. Goal setting can stem from personal initiative or organizational policy (Ramandei, 2018). Goal setting theory is closely linked to the variables of self-leadership, compensation, and commitment. Self-leadership can increase when goals are clear, while compensation aligned with goals can drive work motivation. Commitment also plays a crucial role as it helps employees remain consistent and strive to achieve organizational targets.

Employee Performance

According to Wibowo (2018:2), performance refers to both the results of work and the process by which that work is carried out. Meanwhile, Anggapradja and Wijaya (2017:75) state that performance is the work output achieved by an individual in accordance with their duties, responsibilities, and expertise, without violating applicable rules and ethics. Performance can be understood as work achievements based on the standards and responsibilities that every employee must fulfill.

Self-Leadership

Mulyono (2012:38) and Rihayana et al. (2024) define self-leadership as the internal process by which an individual motivates and directs themselves to behave in accordance with expectations. Meanwhile, Manz and Sims (2011) describe self-leadership as the process by which an individual controls, influences, and leads themselves through behavioral and cognitive strategies. Based on these perspectives, self-leadership can be understood as an individual's ability to direct, monitor, and motivate themselves to effectively complete tasks in line with organizational goals.

Compensation

Hasibuan (2017:119) states that compensation is all direct or indirect income received by an employee in exchange for services rendered. Afandi (2018:191) also notes that compensation consists of monetary or in-kind payments as a reward for work performed. Compensation can be defined as the form of reward provided by a company to its employees (Dewi et al., 2022). Implementing an effective compensation system is a crucial part of human resource management as it helps attract and retain talented employees (Pramudya et al., 2022)

Commitment

According to Gujarati (2020:12), work commitment is a state in which an employee feels trusted and accepted within the company. Meanwhile, Chicago (2020:13) states that work commitment reflects a high regard for the job as well as an employee's loyalty to the organization. In other words, work commitment is a form of attachment and willingness on the part of the employee to remain part of the organization and perform their duties with full responsibility.

Hypotheses

The influence of self-leadership on employee performance

According to Mulyono (2012:38), self-leadership is defined as the internal process within an individual to enhance motivation and guide oneself to behave in a manner consistent with others' expectations of them. This means that employees who can control themselves well will improve their performance, and conversely, employees who cannot control themselves will struggle to perform their jobs and deliver suboptimal work. This statement is supported by research findings by Fania et al. (2022), Manggala et al. (2024), Dewi et al. (2021), and Nitisemito (2022), which indicate that self-leadership has a positive and significant influence on employee performance. Based on the aforementioned research, the following hypotheses can be formulated:
Hypothesis 1 (H_1): Self-leadership has a positive effect on employee performance.

The Effect of Compensation on Employee Performance

Compensation refers to all forms of income, whether in the form of money, goods, or services—direct or indirect—received by employees as a reward for the services they provide to the company (Afandi, 2018:191). This means that the presence of compensation will motivate employees and encourage them to complete their work according to targets and excel in their roles (Wijaya et al., 2023). This finding is consistent with the results of studies conducted by A'idatul et al. (2024), Fauzan (2022), Dewi et al. (2022), and Asrul et al. (2023), which indicate that compensation has a positive effect on employee performance. Similarly, research conducted by Rasminingsih et al. (2023), Lestari et al. (2022) and Yani (2022) showed that compensation has a positive and significant effect on employee performance. Based on the previous research, the following hypotheses can be concluded:
Hypothesis 2 (H2): Compensation has a positive effect on employee performance

The influence of commitment on employee performance

According to Gujarati (2020:12), work commitment is a high level of trust and acceptance that an employee has toward the company. Employee commitment creates a state where employees can engage within the organization and desire to remain members. This study is supported by the findings of research conducted by Bonaventura Hendrawan Maranata et al. (2023) and Badrianto & Astuti (2023), who state that commitment has a positive influence on employee performance. Similarly, research conducted by Rizal et al. (2023) and Jamal et al. (2021) shows that commitment has a positive and significant effect on employee performance. Additionally, the results of research conducted by Ramadhani (2022) also indicate that commitment has a significant effect on employee performance. Based on the previous studies, the following hypotheses can be formulated:
Hypothesis 3 (H_3): Commitment has a positive effect on employee performance.

3. RESEARCH METHODS

This study was conducted at Nunamkhalu Villa & Spa, located at Jl. Melasti II, Kutuh, Badung Regency, Bali. The research site was selected because of observed issues related to self-leadership, compensation, organizational commitment, and employee performance. The population consisted of 35 employees, all of whom were included as respondents using a saturated sampling technique.

Data were collected through questionnaires and analyzed using IBM SPSS Statistics version 25. The analysis included validity and reliability tests, descriptive statistical analysis, classical assumption tests, multiple linear regression analysis, the coefficient of determination, the F-test, the t-test, and standardized beta coefficients. These techniques were used to evaluate the feasibility of the regression model and examine the effects of self-leadership, compensation, and organizational commitment on employee performance.

4. RESULTS AND DISCUSSION

Research Instrument Test

a. Validity Test

Table 3.Validity Test

No	Variable	Instrument	Pearson Correlation	Description
1	Self-Leadership (X_1)	X1.1	0.928	Valid
		X1.2	0.950	Valid
		X1.3	0.947	Valid
		X1.4	0.941	Valid
2	Compensation (X_2)	X2.1	0.511	Valid
		X2.2	0.872	Valid
		X2.3	0.927	Valid
		X2.4	0.878	Valid
3	Commitment (X_3)	X3.1	0.730	Valid
		X3.2	0.923	Valid
		X3.3	0.855	Valid
4	Employee Performance (Y)	Y1	0.707	Valid
		Y2	0.756	Valid
		Y3	0.850	Valid
		Y4	0.802	Valid

Source: Processed data, 2025

As shown in Table 3, all statement items have item-total correlation coefficients greater than 0.30. Sugiyono (2023) states that an instrument item meets the validity criterion when its correlation coefficient exceeds 0.30. Therefore, all items in the pilot questionnaire were declared valid and considered appropriate for use in the main data collection.

b. Reliability Test

Table 4. Instrument Reliability Test Results

Variable	Cronbach's Alpha	Coefficient
Self-Leadership (X_1)	0.957	Reliable
Compensation (X_2)	0.826	Reliable
Commitment (X_3)	0.788	Reliable
Employee Performance (Y)	0.778	Reliable

Source: Processed data, 2025

Table 4 shows that the Cronbach's alpha coefficient for each variable exceeds 0.60. Referring to Sugiyono (2023), an instrument with a reliability coefficient above 0.60 can be considered reliable. Accordingly, all variables demonstrated adequate internal consistency, confirming that the questionnaire was suitable for use in the study.

Classical Assumption Test

a. Normality Test

Table 5. Results of the Normality Test

	Unstandardized Residual
N	35
Asymp. Sig. (2-tailed)	0.200

Source: Processed data, 2025

As reported in Table 5, the Kolmogorov–Smirnov test produced a significance value of 0.200, which exceeds the 0.05 threshold. Referring to Sugiyono (2023), this result indicates that the residuals do not significantly deviate from a normal distribution. Therefore, the regression model satisfies the normality assumption and is suitable for further analysis.

b. Multicollinearity Test

Table 6. Results of the Multicollinearity Test

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Self-Leadership	0.972	1.029
	Compensation	0.670	1,493
	Commitments	0.667	1.500

a. Dependent Variable: Employee Performance

Source: Processed data, 2025

The multicollinearity test results presented in Table 6 show that all independent variables have tolerance values above 0.10 and VIF values below 10. Based on the criteria outlined by Sugiyono (2023), these findings indicate that no problematic linear relationship exists among the independent variables. Accordingly, the regression model satisfies the multicollinearity assumption and can be used for subsequent analysis.

c. Heiteroiskedasticity Test

Table 7. Results of the Test for Heteroscedasticity

Variables	Sig.
Self-Leadership	0.441
Compensation	0.978
Commitment	0.875

Source: Processed data, 2025

As presented in Table 7, the significance values for the independent variables are 0.441, 0.978, and 0.875, all of which exceed the 0.05 threshold. Referring to Sugiyono (2023), these results indicate that none of the independent variables significantly affects the absolute residuals. Therefore, the regression model shows no indication of heteroscedasticity and satisfies the homoscedasticity assumption.

Data Analysis Results

Table 8. Summary of Multiple Linear Regression Analysis Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	129.822	42.547		3.051	0.005
	Self-Leadership	0.101	0.049	0.251	2.060	0.048
	Compensation	0.349	0.123	0.415	2.830	0.008
	Commitment	0.279	0.125	0.329	2.239	0.033
F-statistic						12.839
F-Significance						0.000
Adjusted R^2						0.511

Source: Processed data, 2025

a. Results of Multiple Linear Regression Analysis

Based on the values in Table 8, the multiple linear regression equation will be:

$$Y = 129.822a + 0.101\,X_1 + 0.349\,X_2 + 0.279\,X_3$$

Based on the multiple linear regression equation above, the regression line equation is derived, which provides the following information:

1) a = 129.822, indicating that the constant value of 129.822 means that if the employee performance variable (Y) is not influenced by the other two independent variables—namely self-leadership (X1), compensation (X2), and commitment (X3) were zero (0), the average employee performance at Nunamkhalu Villa & Spa, Badung would increase.
2) b1 = 0.101, indicating that self-leadership (X1) has a positive effect on employee performance (Y) with a regression coefficient of 0.101. This indicates that as self-leadership (X1) increases, it will improve employee performance (Y) at Nunamkhalu Villa & Spa, Badung.
3) b2 = 0.349, indicating that compensation (X2) has a positive effect on employee performance (Y) with a linear regression coefficient of 0.349. This indicates that an increase in compensation (X2) will improve employee performance (Y) at Nunamkhalu Villa & Spa, Badung.
4) b3 = 0.279, indicating that commitment (X3) has a positive effect on employee performance (Y) with a regression coefficient of 0.279. This indicates that an increase in commitment (X3) will improve employee performance (Y) at Nunamkhalu Villa & Spa, Badung.

The positive correlation coefficient indicates a direct relationship, meaning that as self-leadership, compensation, and commitment increase, employee performance at Nunamkhalu Villa & Spa, Badung, also increases.

b. Coefficient of Determination

Based on the analysis results in Table 8, the coefficient of determination (Adjusted R-Square) is 0.511. Based on these results, it is known that the value of Adjusted R^2= 51.1%, meaning that 51.1% of employee performance at Nunamkhalu Villa & Spa, Badung, is influenced by the variables self-leadership (X1), compensation (X2), and commitment (X3), while the remaining 48.9% is influenced by other variables not examined in this study.

c. F-Test

Based on the analysis results in Table 8, the ANOVA analysis shows that Fsig= 0.000 < 0.05. Therefore, it can be concluded that self-leadership (X1), compensation (X2), and commitment (X3) have a significant simultaneous effect on employee performance (Y) at Nunamkhalu Villa & Spa, Badung.

d. t-test

Based on the results of the analysis in Table 7 above, the following conclusions can be drawn:

1) The effect of self-leadership on employee performance
   Self-leadership X_1has a positive and significant effect on employee performance (Y) at Nunamkhalu Villa & Spa, Badung. This is indicated by the regression coefficient of 0.101, a t-valueof 2.060, and a t-test significance level of 0.048, which is smaller than α (significance level) = 0.05. This indicates that the first hypothesis (H1) is accepted, meaning that the better the self-leadership, the higher the employee performance.
2) The effect of compensation on employee performance
   Compensation X_2has a positive and significant effect on employee performance (Y) at Nunamkhalu Villa & Spa, Badung. This is demonstrated by the regression coefficient of 0.349, a calculatedt-value of 2.830, and a significant t-test value of 0.008, which is smaller than α (significance level) = 0.05. This indicates that the second hypothesis (H2) is accepted, meaning that the higher the compensation received by employees, the higher their performance.
3) The effect of commitment on employee performance
   Commitment X3 has a positive and significant effect on employee performance (Y) at Nunamkhalu Villa & Spa, Badung. This is demonstrated by the regression coefficient of 0.279, a calculatedt-value of

2.239, and a t-test significance level of 0.033, which is smaller than α (significance level) = 0.05. This indicates that the third hypothesis (H3) is accepted, meaning that the higher the employee commitment to a company, the higher the employee performance.

4) Dominant Factor
   Based on the analysis results in Table 8, it is found that among the three independent variables studied—self-leadership (X_1), compensation (X_2), and commitment (X_3)—the compensation variable (X_2) is the most dominant factor influencing employee performance at Nunamkhalu Villa & Spa, Badung. This is indicated by the highest beta coefficient value of 0.415, compared to the self-leadership variable at 0.251 and the compensation variable at 0.329. This means that compensation has the strongest influence on improving employee performance. Thus, the better the compensation provided to employees, the higher the level of performance achieved.

Discussion

The Effect of Self-Leadership on Employee Performance

The analysis results indicate that self-leadership has a positive and significant effect on employee performance. This is supported by the test results, which yielded a regression coefficient of 0.101, a calculated t-value of 2.060, and a t-test significance level of 0.048, which is smaller than α (significance level) = 0.05. This means that the better the application of self-leadership, the higher the resulting employee performance. Employees who are able to manage and lead themselves will increase their work enthusiasm and loyalty to the company.

This study aligns with the findings presented by Fania et al. (2022), Manggala et al. (2024), Dewi et al. (2021), and Nitisemito (2022), who state that self-leadership has a positive and significant effect on employee performance, where self-leadership refers to an individual's ability to lead and motivate themselves in performing and completing tasks effectively—tasks that are their responsibility—to achieve desired goals for both themselves and the organization. An employee's ability to lead themselves is highly beneficial when performing work, as the employee will strive to deliver high-quality performance and results.

The Effect of Compensation on Employee Performance

The analysis results indicate that compensation has a positive and significant effect on employee performance. This is supported by the test results, which yielded a regression coefficient of 0.349, a calculatedt-value of 2.830, and a t-test significance level of 0.008—which is smaller than the significance level (α) of 0.05. This means that the better the compensation received by employees, the better their performance will be. With compensation that is commensurate with their performance ( ), employees are motivated to give their best for the company.

This study aligns with A'idatul et al. (2024), Rasminingsih et al. (2023), Lestari et al. (2022), Yani (2022), Fauzan (2022), Dewi et al. (2022), and Asrul et al. (2023), who state that compensation has a positive and significant effect on employee performance. Compensation plays a crucial role in employee performance as it influences motivation, satisfaction, and work productivity. Providing fair compensation that aligns with employees' contributions fosters a sense of appreciation and encourages them to work harder toward achieving organizational goals.

The Effect of Commitment on Employee Performance

The analysis results indicate that commitment has a positive and significant effect on employee performance. This is based on the test results, which yielded a regression coefficient of 0.279, a t-valueof 2.239, and a t-test significance level of 0.033—greater than the significance level (α) of 0.05. This means that the higher the level of commitment shown by employees—such as emotional attachment, economic value, and sense of duty—the higher their performance.

This finding is supported by research by Bonaventura Hendrawan Maranata et al. (2023), Rizal et al. (2023), Jamal et al. (2021), Ramadhani (2022), and Badrianto & Astuti (2023), which states that commitment has a positive and significant effect on employee performance. Commitment reflects the extent to which employees have emotional attachment, a sense of responsibility, and loyalty toward the organization where they work. Employees with high commitment tend to demonstrate greater dedication in performing their duties, maintaining work quality, and striving to achieve the company's goals.

5. CONCLUSIONS AND LIMITATIONS

Based on the results of the analysis, the following conclusions can be drawn: Self-Leadership has a positive and significant effect on employee performance. This indicates that the better Self-Leadership is implemented, the more it will improve employee performance at Nunamkhalu Villa & Spa, Badung. Compensation has a positive and significant effect on employee performance. This implies that the better the compensation provided to employees, the more it will contribute to improved employee performance at Nunamkhalu Villa & Spa, Badung. Commitment has a positive and significant effect on employee performance. This implies that employees' commitment to their work will positively influence employee performance at Nunamkhalu Villa & Spa, Badung.

Based on the coefficient of determination, this study has limitations due to a coefficient of determination of 51.1%, indicating that the variables studied can only explain 51.1% of employee performance, while the remaining 48.9% is influenced by other factors outside the scope of this research model. Thus, there are still important variables that have not been included and need to be explored in future research. Another limitation of this study is the use of cross-sectional data, which only describes conditions at a single point in time. Consequently, the study cannot observe changes in variables or developments in employee behavior over time. The results obtained are merely, indicating the relationship and influence between variables at the time the data was collected; therefore, their generalizability for the long term is limited.

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