
The Moderating Effect of the Age Factor in Influencing Situational Leadership Style and Compensation on Employee Performance: Study on Employees of Novotel Mandalika Special Economic Zone

Lalu Florian Yusuf¹, Alex Winarno², Bachruddin Saleh Luturlean³, Saiful Fahmi⁴

^{1,2,3}School of Economics and Business, Telkom University

Telekomunikasi Terusan Buah Batu Road, Bandung 40257, Indonesia

Saiful Fahmi⁴

⁴Department of Hospitality, Lombok Tourism Polytechnic

Raden Pugu Road, Central Lombok 83561, Indonesia

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Abstract

The study aimed to determine the effect of the age factor in moderating situational leadership style and compensation on employee performance. The method used in this research is a quantitative method with descriptive research type, with saturated or census sampling technique, as many as 125 employees of Novotel Mandalika, Lombok, Indonesia. The results showed that situational leadership style and compensation partially had a significant effect on employee performance. The age factor cannot moderate the effect of situational leadership style on performance, while the age factor can moderate the effect of compensation on employee performance. Another finding of this study is that situational leadership style and compensation influence 46% of employee performance, while the rest is influenced by other variables not included in this study. The practical implication is that situational leadership style can encourage improvements in employee performance if applied to different age segments of employees.

Keywords: Situational Leadership Style, Compensation, Employee Performance, and Age Factor

1. Introduction

Data from the Central Statistics Agency (BPS) recorded data on the number of foreign tourist visits to Lombok Island via air transportation continues to increase. The latest data in 2023 recorded 57,586 people which became the highest number of foreign tourist visits via air transportation since 2019. hotels or inns are the most profitable business due to the increasing tourist visits, especially in the Mandalika tourism area. So that the quality of hotel services will be considered by guests, to be an option to stay while on vacation, According to Sariatin & Ekawati (2023), Service quality covers various aspects, including responsiveness, reliability, empathy, communication, and professionalism of staff or employees who provide services to customers. Human resource management is important to build service quality and improve performance that will have a positive impact in the future. Human resources are also very important for companies in managing, organizing, and utilizing employees so that they can

function productively to achieve company goals. The importance of HR Management is conveyed by Saragih et al., (2023) where that human resource management emphasizes how business strategies and human resource practices are interrelated. So that the conclusion is important for a hotel business to have superior and quality human resources so that it will lead to success. A good human resource factor is shown by the performance of its employees.

One of the companies that pay attention to human resource management and conduct regular employee performance evaluations is Novotel Mandalika Kuta Lombok, one of the lodging service companies that has reached the international scale level, the Accor Group is the company that houses Novotel Mandalika will pay attention to the abilities and skills of its employees in improving the quality and performance of its employees and can continue to compete with similar companies located in Mandalika. However, in 2023 there was a decline in employee performance at Novotel Mandalika, where the data was obtained through an interview process with Novotel Mandalika HRD, in 2022 performance of employees in the category of meeting the criteria at Novotel Mandalika reached 33%, from the realization target of 25% of the total 150 employees, meaning that 49 Novotel Mandalika employees have met the criteria set by the company. Meanwhile, in 2023 there will be a significant decrease where from the 25% realization target set by the company, it can only reach 22% on the criteria for meeting the standards with a total of 143 employees, meaning that only 31 employees can meet the criteria set by Novotel Mandalika. Opinion from Prasetio et al, (2021) performance aims to measure the extent to which an individual employee has contributed to the achievement of company goals. The basic skills that a person brings to work can be in the form of knowledge, abilities, interpersonal skills, and technical skills of Fatah (2012) Thus, it can be seen that in general, the performance of Novotel employees is still not able to reach the targets that have been set by the company many factors affect employee performance in a company such as leadership style and compensation.

The importance of leadership is stated by Colquitt et al., (2009) which states that Leadership is the use of power to direct followers toward achieving goals. Longenecker (2021) a Leader who acts as an effective Coach for his team. and according to Ivancevich et al., (2007) situational leadership style is a style that places more emphasis on followers and their level of maturity. One of the leadership styles that explains the process of influencing and advancing employees and bringing about change in the company's organization is the Situational Leadership Style created by Ken Blanchard and Paul Hersey. Hersey & Blanchard in Thoha (2003) explain that situational leadership is based on interrelationships such as the amount of guidance and direction that the leader gives, the amount of socio-emotional support that the leader gives, and the level of readiness or maturity of the followers shown in carrying out a specific task, function or goal. So that one of the leadership styles models that can advance employees and can provide changes in the organization is the situational leadership style.

Hasibuan (2010) explained that compensation is an expense and cost for the company. The company hopes that the compensation provided will be rewarded for better performance by each of its employees. The compensation given to employees must be in accordance with the

company's ability so that every employee feels comfortable with the company where the employee works. In a study conducted by Mahardika et al., (2016:3), the lack of compensation can lead to low employee performance. On the other hand, the existence of employees who have good quality is very influential on a company. So, human resources must be managed properly so that employees can work according to their respective duties.

This research focuses on how organizations achieve good performance through situational leadership style and compensation on employee performance with age as a moderating variable. Research on the relationship between situational leadership style variables from Ferdianto et al., (2019) resulted in findings that good and appropriate direction and understanding can have a positive impact on employee performance. According to Rahadiyan et al., (2019) in his research, situational leadership style has a positive and significant effect on performance, where good leadership can improve employee performance. Increasingly, scholars are also paying attention to how pay systems affect performance, turnover and other outcomes in different ways for different people, depending on characteristics such as individual differences, demographics, and relative workgroup standing Fulmer & Shaw (2018). Based on the results of the research of Simanjorang & Tumbuan (2016), shows that there are significant influence between compensation and employee performance.

There is a variable that can also affect Leadership Style and compensation for the performance of these variables, namely the Age Factor. The age factor is a very important factor for an employee. Because the level of work participation is highly determined by the factor of productive age or not if the age of workers increases, the productivity level of the employee will increase. According to Chen et al., (2012), Age is a form of human capital, where age is one of the factors that have an influence on both the performance and organizational commitment of an employee in the organization.

The importance of this study will increase insight into the variables used in this study such as age factors, situational leadership, compensation, and employee performance because there has not been much research on the influence of age in moderating compensation, Uzonwanne (2016), also mentioned the importance of researching the influence of leadership style and age due to the assumption that multigenerational differences in leaders have an impact on leadership styles. Not much research has been published recently on the effect of age on compensation. A lengthy search on this topic yielded only a few articles and prompted this research. Based on the background description above, the researcher feels the need to conduct research to further examine existing phenomena and study more deeply by conducting research entitled. "The Moderating Effect of Age Factors in Influencing Situational Leadership Style and Compensation on Employee Performance".

2. Literature Review

2.1 Employee performance

Employee performance means work performance or actual achievement achieved by a person. The definition of performance or what is often called work performance is the quality and

quantity of work achieved by an employee in carrying out his functions in accordance with his responsibilities. According to Mangkunegara (2017), Performance is the quality and quantity of work performance achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Meanwhile, Bernardin and Russel (2008) Provide an understanding of performance, namely as follows performance is defined as the record of outcomes produced on specific job functions or activities during the time period. Based on several definitions put forward by several experts, it can be briefly concluded that performance is a result of measuring work that has been achieved as output produced by employees including quality and quantity in accordance with the responsibilities given and organizational standards.

2.2 Situational Leadership Style

Situational leadership styles are considered suitable to be applied on the assumption that the leadership style of each subordinate cannot be equalized. However, depending on the level of maturity of the subordinates they are naturally different. Situational leadership styles are consistent patterns of behavior that are applied in working with and through others as perceived by the person. These patterns arise in people when they begin to respond in the same way under similar conditions: they form habits of action that are predictable to the followers who work with the leader Hersey and Blanchard (1995). and another opinion from Gibson (2012) stated that situational leadership is leadership that helps leaders understand the habits of subordinates and the situation around them before applying the leadership model to be used. Based on the theories of the experts described above, it can be concluded that situational leadership is the behavior of leaders who adapt to the situation and conditions of subordinates that are different from each other.

2.3 Compensation

The establishment of an effective compensation system is an important part of human resource management as it helps attract and retain job jobs. In addition, the company's compensation system has an impact on strategic performance. According to Kawiana (2020), the provision of compensation by the company is a form of carrying out management functions related to the payment of compensation as a form of repaying employees for carrying out their duties well. Compensation is everything that employees receive either directly or indirectly, materially or non-meteredly as a reward for their contribution to the company Fidiyanto (2018). Meanwhile, according to Edison et al., (2017), compensation is everything that employees receive in return for the work that has been done. Based on the presentation related to compensation in the opinion of experts, it can be concluded that compensation is an important management function and must be carried out by the organization for the return of services made by employees based on contributions and performance made to an organization.

2.4 Age Factor

Age is seen in terms of public trust, a more mature person is more trusted than a person who is not yet mature, this is an experience and maturity of the soul Lasut et al., (2017). Meanwhile, according to Mahendra et al., (2014) Age that is still in the productive period usually has a higher level of productivity compared to the elderly workforce so that the physical possession

becomes weak and limited. In the Generation Theory proposed by Codrington & Grant-Marshall (2004), a person's age is divided into 5 generations based on the year of birth, namely Baby Boomer Generation, Generation X, Generation Y, Generation Z, and Generation Alpha.

2.5 The Effect of Situational Leadership Style on Employee Performance

Situational Leadership Style According to Hersey & Blanchard (1995), Situational leadership, is one focus of work such as the development of practical models that can be used by managers, salespeople, teachers, or parents to make decisions to influence others effectively. Zigarmi and Robert's (2017), research revealed three of the four leadership styles are frequently reported to be accepted and used. These related studies have proven the effectiveness of the situational leadership style proposed by Hersey and Ken Blanchard, namely the compatibility between leaders and followers has an effect in all aspects. This shows that the situational leadership style has a good influence on leaders and subordinates so that it can be applied to improve employee performance.

2.6 Effect of Compensation on Employee Performance

According to Suparyadi (2014), compensation is the overall income given to employees as a reward for their contribution to the organization, both financial and non-financial in nature. According to research from Suwati (2013), If compensation is not given on time, it results in decreased employee discipline, attitude, and work. This shows that compensation affects employee performance. This is reinforced by research conducted by Njoroge et al., (2015), that compensation has a significant effect on employee performance.

2.6 The Influence of Age Factor on Situational Leadership Style

Prasetyo et al., (2019) research resulted in the finding that employee age has a positive correlation with education, tenure, and position. This means that older employees tend to have higher education, longer tenure, and higher positions. In the opinion of Arestanti et al., (2016) that leadership style is greatly influenced by several internal and external factors during the decision-making process. Internal factors are related to individual factors, such as education level, gender, age, and personal moral philosophy. This is supported by research from Cagle (1988) who argues that age plays an important role in determining leadership style. This is also reinforced by research from Kotur et al., (2022) on age- and Gender moderate leadership style.

2.7 Effect of Age Factor on Compensation

According to Cahyono (1998), Age is one of the factors that affect income. Productive age ranges from 15-64 years which is the ideal age for workers. In general, increasing age will affect the amount of income, this depends on the type of work done. Research conducted by Goldberg et al., (2004) The results show that men earn more than women and that the level of compensation increases with age. And other research results from Barnum et al., (1995) a study examining the combined effects of gender and age on income revealed that the age of employees is related to their income.

Based on the explanation of the literature review that has been given, the framework of thought related to the relationship between variables in this study is formulated as follows:

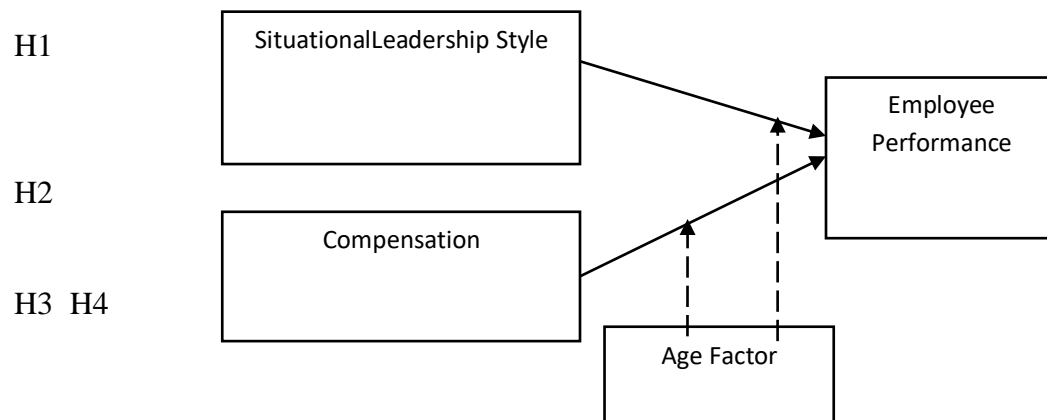


Figure 1. Research Framework

The hypothesis is a temporary conjecture of a relationship, the cause and effect of variable performance that needs to be proven. From the description above, a hypothesis or temporary conjecture can be drawn as follows:

- H1: There is a significant influence of situational leadership style on employee performance at Novotel Mandalika.
- H2: There is a significant effect of compensation on employee performance at Novotel Mandalika.
- H3: There is a significant influence of situational leadership style on employee performance moderated by age factors at Novotel Mandalika.
- H4: There is a significant effect of compensation on employee performance moderated by the age factor at Novotel Mandalika.

3. Research Method

Research is an activity that aims to find facts carefully and critically through certain steps. So that this research is classified as quantitative research with a descriptive approach, with the technique of using non-probability sampling, namely with saturated or census sampling techniques, so this study uses a sample of Novotel Mandalika employees totaling 125 respondents with the help of Goggle form as a medium for distributing questionnaires. This study uses the SPSS version 26 application to test the effect of the independent variable on the dependent variable, Research methods using the MRA (Moderated Regression Analysis) or interaction test is a unique application of multiple linear regression where the regression equation contains an element of interaction (multiplication of two or more). Contains an element of interaction (multiplication of two or more independent variables). Moderating variables are independent variables that will strengthen or weaken the relationship between other independent variables and the dependent variable Ghozali (2018). To find out whether all statement items in this study are valid, the researcher conducted a validity test and reliability test with a total of 34 statements, while the age factor moderation variable was measured by looking at Novotel Mandalika employees filling out a screening question where there was a choice of employee age over 40 years and under 40 years old.

4. Results

The following are the results of this study which include several tests, such as the Coefficient of Determination (R^2 Test), then there is (F-Test) simultaneous measurement and (the T-Test) to measure the effect partially, and finally there is (MRA Test) to find out how much influence the moderating variable has in this journal research. The following are the results which can be seen in the table below, the results of some of these tests also greatly affect the final results of the study.

4.1 Validity Test

In measuring the validity test of the tool used, namely SPSS software version 26. The following are the results of the validity test of the variables of situational leadership style, compensation, and employee performance can be seen in the table below:

Table 1. Validitas Test Results

Variabel	Items	R calculate	Rtable	Information
Situational Leadership Style	X1.1	0.569	0.147	Valid
	X1.2	0.690	0.147	Valid
	X1.3	0.655	0.147	Valid
	X1.4	0.579	0.147	Valid
	X1.5	0.534	0.147	Valid
	X1.6	0.451	0.147	Valid
	X1.7	0.697	0.147	Valid
	X1.8	0.827	0.147	Valid
	X1.9	0.845	0.147	Valid
	X1.10	0.859	0.147	Valid
	X1.11	0.854	0.147	Valid
	X1.12	0.883	0.147	Valid
	X1.13	0.874	0.147	Valid
	X1.14	0.885	0.147	Valid
	X1.15	0.863	0.147	Valid
	X1.16	0.671	0.147	Valid
Compensation	x2.1	0.766	0.147	Valid
	x2.2	0.769	0.147	Valid
	x2.3	0.771	0.147	Valid
	x2.4	0.733	0.147	Valid
	x2.5	0.754	0.147	Valid
	x2.6	0.757	0.147	Valid
Employee Performance	y01	0.825	0.147	Valid
	y02	0.836	0.147	Valid
	y03	0.548	0.147	Valid
	y04	0.774	0.147	Valid

y05	0.774	0.147	Valid
y06	0.794	0.147	Valid
y07	0.780	0.147	Valid
y08	0.838	0.147	Valid
y09	0.808	0.147	Valid
y10	0.759	0.147	Valid
y11	0.804	0.147	Valid
y12	0.768	0.147	Valid

The 34 statement items in this research obtained the following results, the calculated R value for the questionnaire question items on the research variable used resulted in a calculated R value greater than the table R value. It can be seen from the comparison of the R value of the Count > R Table, the results show that all indicators in this study are valid.

4.2 Reliability Test

The reliability test was carried out to assess the consistency of the research instrument. Reliability testing can be carried out using Alpha Cronbach's technique, where if the resulting measurement > 0.7, it can be said to be reliable. The following is a table showing the results of reliability testing:

Table 2. Reliability Test Results

Variabel	Cronbach Alpha Values	N of Items	Information
Situational Leadership Style	0.946	16	Reliabel
Compensation	0.834	6	Reliabel
Employee Performance	0.931	12	Reliabel

Based on the table, it can be seen that Cronbach's Alpha of each variable > 0.7. So it can be concluded that all questionnaires in this study are reliable or consistent so that they can be used as instruments in research.

4.3 Coefficient of Determination

Coefficient of Determination (R^2 Test) to determine the extent of the contribution of the independent variables in the regression model to explain the variation of the dependent variable. The coefficient of determination is between zero and one. The basic weakness in using the coefficient of determination is refraction towards the number of independent variables included. The following are the results of the R square test which can be seen in Table 1:

Table 3. The result of R square test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.678 ^a	.460	.447	6.96723

Based on Table 3. value is 0.460, it is known that the situational leadership style variable and compensation have an influence of 46% on employee performance, while the rest is influenced by other variables that are not included in this study.

4.4F-Test

According to Kuncoro (2009), the F-test is used to test whether the influence of the independent variables simultaneously on the dependent variable is significant. The F-test in this study aims to determine the effect of Situational Leadership Style and Compensation on Employee Performance. The following are the results of the F test which can be seen in Table 2.

Table 4.The result of F test

Model		Sum Squares	of df	Mean Square	F	Sig.
1	Regression	5004.167	3	1668.056	34.363	.000 ^b
	Residual	5873.625	121	48.542		
	Total	10877.792	124			

Based on the results of data processing Table 4, the F test results in a significant value of 0.000 <0.05 Situational Leadership Style, Compensation, and Age together have a significant effect on Employee Performance.

4.5t-test

T-test according to Kuncoro (2009) is to determine the extent to which the comparison of independent variables partially explains or affects the dependent variable, the following are the results of the T-test which includes all variables in this study, which can be seen in Table 3.

Table 5.The results of the t-test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	19.573	3.194		6.129	.000
Situational Leadership Style	.191	.057	.302	3.324	.001
Compensation	.746	.164	.409	4.556	.000
Age Factor	1.654	1.334	.086	1.240	.217

Based on Table 5, it can be seen that the results of the t test are as follows:

- a. The Situational Leadership Style variable produces a significance value of 0.001 <0.05, so the Situational Leadership Style has a significant effect on Employee Performance,
- b. Compensation variable produces a significance value of 0.000 <0.05, then Compensation has a significant effect on Employee Performance.
- c. And the Age variable produces a significance value of 0.217 > 0.05, then Age has no significant effect on Employee Performance.

4.6 Moderated Regression Analysis

Moderation regression analysis is a method that involves moderating variables that aim to form a relationship model. Moderating variables also act as variables that can strengthen or weaken the relationship between the independent variable and the dependent variable, in this study the moderating variable used is the Age Factor. in this journal research the moderating variable used is the Age Factor which affects Situational Leadership Style and Compensation. The moderating variables will be shown in Table 6 and Table 7.

Table 6. Moderated Regression Analysis Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	22.250	8.753		2.542	.012
Situational Leadership Style	.423	.142	.669	2.968	.004
Age Factor	4.963	6.328	.259	.784	.434
m1	-.047	.099	-.207	-.473	.637

Based on Table 6, The age factor on situational leadership style shows a significance value of $0.637 > 0.05$, so this shows that the age factor is unable to moderate the effect of Situational Leadership Style on Employee Performance.

Table 7. Moderated Regression Analysis Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.069	9.071		.449	.655
Compensation	1.862	.386	1.021	4.828	.000
Age Factor	15.790	6.511	.823	2.425	.017
m2	-.564	.268	-.904	-2.104	.037

Based on Table 7. the age factor on compensation shows the sig value is $0.037 < 0.05$, this shows that the Age Factor is able to moderate Compensation on Employee Performance.

5. Discussion

5.1 The Effect of Situational Leadership Style on Employee Performance Novotel Mandalika

Situational leadership style has a significant influence on employee performance, this is evidenced by showing a sig value of $0.001 < 0.05$, leadership style has a significant effect on employee performance, with a positive coefficient value of 0.191. Research shows that an effective situational leadership style can improve employee performance by increasing motivation, job satisfaction, and employee engagement. Leaders who are able to adjust their situational leadership style according to the situation and the needs of employees tend to be more

successful in achieving the desired results, The Situational leadership style is one of the critical factors in providing direction to employees. The results of this study are in line with research conducted by Poppy Dermawan, Susilo Heru, & Aini. With the title The Effect of Situational Leadership Style on employee performance with work motivation as an intervening variable study at Pt Anugerah Sinergi Raya, the results showed that situational leadership style has a significant influence on employee performance in the company Dermawan et al., (2018).

5.2 The Effect of Compensation on Employee Performance Novotel Mandalika

Compensation has a significant effect on employee performance by showing a sig value of $0.000 < 0.05$ and has a positive impact by showing a positive coefficient value of 0.746, so if the compensation value increases, it will increase the employee performance variable by 0.746. Compensation is one of the important factors that influence employee performance in an organization. Compensation includes salaries, allowances, bonuses, incentives, and other benefits that employees receive in return for the work they do, the results of this study are in line with previous research with the research title, The Effect of Compensation on Employee Performance at Delivery Service Companies in Serang City Indonesia, the results of previous research show that there is a positive and significant effect of financial compensation on employee performance Wandu et al., (2022).

5.3 The Effect of Age Moderating Variables on Situational Leadership Style on Employee Performance

The age factor is not able to moderate the influence of situational leadership style on employee performance, this is proven by the results of the MRA test with results showing a sig value of $0.637 > 0.05$, it shows that the age factor is not able to moderate the influence of situational leadership style on employee performance. Situational leadership style is one of the main factors that can affect employee performance. Different leadership styles such as transformational, transactional, and democratic have different impacts on employee motivation as well as performance, although age is often associated with experience, it does not necessarily mean that older employees will respond to certain situational leadership styles more positively or negatively compared to younger employees. Younger employees may be more adaptive and accept new leadership styles, while older employees may have certain preferences based on their experience, so in this case, the age factor is not able to moderate the leadership style to the employee's performance, because the leadership style will indeed have a partially significant effect on the employee's performance without the need to be moderated by the age factor. The research entitled The Effect of Leadership Style on Employee Performance at Pt Asuransi Bumida Bumiputera Muda Branch states that in the world of work, a person can work well if he gets a good work influence from a leader Lotje et al., (2016).

5.4 The Effect of Age Factor Moderating Variable on Compensation on Employee Performance

The Age factor can moderate compensation for employee performance, this is evidenced by the results of the MRA test with results showing a sig value of $0.037 < 0.05$, which shows that the age factor can moderate compensation for employee performance. The effect of compensation on employee performance can vary based on factors such as age. The age factor can moderate the effect of compensation on employee performance. Employees of different age groups have

different needs, priorities, and motivations, which affect how they respond to the compensation provided. Therefore, in designing a compensation strategy, it is important to consider the age demographics of the workforce and tailor the compensation package to fit the needs and expectations of each age group. This is supported by previous research that age can moderate how compensation is perceived and used in the decision to stay or leave work Berry, (2010).

5.5 Age Factor in the Performance of Novotel Mandalika Employees

Age does not have a significant effect on employee performance, this is evidenced in the results of the t-test with a sig value of $0.217 > 0.05$, but age has a positive influence, this is shown in the results of the positive coefficient value of 1.654, then it shows that age shapes experience and it has a positive impact on employee performance, but over time age can reduce employee performance, which makes the age factor not have a significant effect on employee performance. The age or age of a person is an indicator of a company in determining employees, employees who have a productive age to work will be recruited to fulfill the required positions, while the age classification is based on the age level set by the organization Sari et al., (2021).

6. Conclusion

Based on the results of research and discussions that have been carried out previously regarding the influence of situational leadership style and compensation on employee performance with the age factor as a moderation variable in Novotel Mandalika employees, the following conclusions can be drawn. That the situational leadership style and compensation have a partial and simultaneous influence on employee performance at Novotel Mandalika means that the situational leadership style can provide a focus of work such as the development of practical models that can be used by superiors or leaders in making decisions to influence others effectively to affect employee performance, while the provision of compensation is not timely resulting in discipline, attitude, The moderating effect of the age factor on situational leadership style produces the following findings, that the age factor is unable to moderate the impact of situational leadership style on employee performance, although age is often associated with experience, it does not necessarily mean that older employees will respond to certain situational leadership styles more positively or negatively than younger employees. The moderating effect of the age factor on compensation produces the following findings, indicating that the age factor can moderate compensation on employee performance. The influence of compensation on employee performance is therefore important in designing compensation strategies, it is important to consider the age demographics of the workforce and adjust compensation packages to suit the needs and expectations of each age group, and the results of other findings in this study are situational leadership style variables, and compensation provides an influence of 46% on employee performance and the rest is influenced by different factors not examined in this study.

7. Recommendations

This research can be a reference for further research, although there are differences in the types of models and organizations used and conduct research in the tourism industry, especially in hotels in the Mandalika area using the same variables so that the results can be used as

comparative material. Conduct research on the variables of situational leadership style, compensation, employee performance, and age factors using theories from different and latest experts so as to add to the treasure of knowledge in the field of human resources (HR).

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