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The Influence of Female Leadership, Human Resource Conflict Management, and Work Stress on Employee Job Satisfaction at the International Lake Toba Hotel

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Abstract

The rapidly growing hospitality industry requires a competent and professional workforce. Improving organizational performance can be achieved by enhancing employee job satisfaction, which is influenced by leadership, human resource conflict management, and work stress. This study aims to analyze the effect of female leadership, human resource conflict management, and work stress on employee job satisfaction at PT. Medan International Lake Toba Hotel. This research employs a quantitative approach with an explanatory design. Data were collected through questionnaires distributed to 72 permanent employees using purposive sampling and analyzed using multiple linear regression. The results indicate that female leadership, human resource conflict management, and work stress have a positive and significant effect, both partially and simultaneously, on employee job satisfaction. Therefore, organizations are encouraged to strengthen inclusive leadership practices and optimize human resource management to create a conducive and productive work environment.

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Keywords: *Female Leadership; Human Resource Conflict; Work Stress; Job Satisfaction.*

INTRODUCTION

One of the rapidly growing and highly competitive service industries is the hospitality industry. In today's environment, every business must improve service quality through professional human resource management. Employee job satisfaction is a crucial factor in organizational success, as employees play a strategic role at the forefront of customer service. Job satisfaction reflects how employees view their work, which can impact their performance, loyalty, and commitment to the organization. Job satisfaction is a personal attitude that drives employee morale (Manda, 2020)A high level of job satisfaction will impact increased productivity and service quality, while a low level of job satisfaction can lead to problems such as work stress, internal conflict, and employee turnover.

Organizational leadership style is one component that influences job satisfaction. Due to their tendency to be empathetic, communicative, and participatory, women's leadership has received greater attention in recent decades. Women's leadership is considered to have the ability to improve workplace relationships and employee engagement within organizations. Women's leadership is characterized by collaborative and inclusive leadership, sensitivity to needs, and the ability to adapt to organizational dynamics.Siahaan et al., 2024) (Fitriana & Cenni, 2021). In addition to leadership, human resource conflict management is also crucial for creating a positive work environment. Conflict management between individuals within an organization also needs to be carefully planned to avoid disrupting team coordination and the work environment.Ridwan, 2022). Conflict that is not managed well can cause tension among employees, decrease performance, and decrease job satisfaction. Conversely, conflict that is managed well can be a way to increase innovation, creativity, and decision-making abilities. In addition, job stress is also another component that can reduce employee satisfaction, job stress is also defined as pressure experienced by employees due to excessive work demands, role conflict, and an unsupportive work environment. High stress can negatively impact the physical and mental health of workers and reduce the quality of performance. Job stress that arises from an imbalance between

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individual abilities and professional demands can disrupt physical and mental health, which ultimately reduces productivity (Sartika, 2023).

A company's competitive advantage today is no longer solely determined by luxurious facilities, but rather relies on the quality of human resources capable of providing optimal service. The foundation of such service is employee job satisfaction, which directly impacts loyalty and productivity, where dissatisfaction can significantly reduce motivation. However, the phenomenon at PT Hotel Danau Toba Internasional indicates low job satisfaction due to internal conflict. This conflict can arise in various forms, such as differences in interests between employees, frequent miscommunication, role incompatibility, and ineffective coordination between departments. This poorly managed conflict triggers high work stress among staff. Poorly managed internal conflict can lead to tension in work relationships, discomfort in the workplace, and emotional instability among employees. Ultimately, this impacts work motivation, individual performance, and the quality of service to customers. Furthermore, prolonged conflict can also cause stress in the workplace, leading to greater employee dissatisfaction with their jobs. If this situation is not immediately addressed with appropriate conflict management strategies, it can lead to increased absenteeism, decreased employee loyalty, and higher turnover.

There is limited research simultaneously examining the influence of female leadership, HR conflict management, and job stress on employee job satisfaction, particularly in the hospitality industry. Furthermore, there is limited research highlighting the role of female leadership as a buffer in mitigating the impact of job stress and conflict on job satisfaction. Although much previous research has addressed job satisfaction, most has focused on physical and administrative factors. A significant gap remains regarding the specific role of female leadership in acting as a buffer to mitigate job stress and manage conflict in the fast-paced hotel environment. Most previous studies have not thoroughly examined the psychological aspects of gender as a solution to employee emotional instability.

Therefore, this phenomenon is an important concern for company management to find the source of conflict and implement effective conflict management strategies to create a peaceful work environment and increase employee satisfaction. Through this phenomenon and background, researchers are interested in conducting a study entitled "The Influence of Female Leadership, Human Resource Conflict Management, Job Stress on Employee Job Satisfaction at the International Lake Toba Hotel."

METHOD

The conceptual framework in this study is based on the relationship between the independent variables female leadership, human resource (HR) conflict management, and work stress—and the dependent variable employee job satisfaction. Simply put, the relationship between the variables can be described as follows:

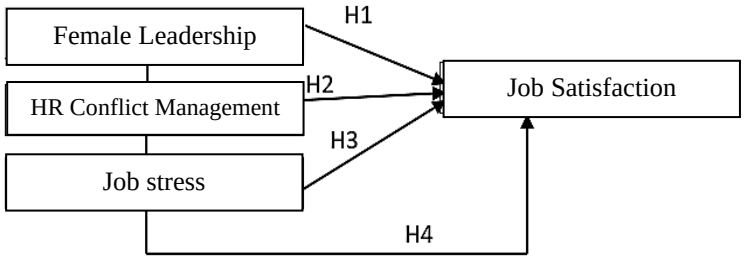

Figure 1. Conceptual Framework

The research hypothesis is:

H1: Female leadership has a positive and significant effect on job satisfaction.
H2: HR conflict management has a positive and significant effect on job satisfaction.
H3: Job stress has a positive and significant effect on job satisfaction.
H4: Female leadership, HR conflict management, and work stress have a simultaneous effect on job satisfaction.

This study uses a quantitative descriptive approach. This approach aims to systematically, factually, and accurately describe the phenomenon under study and measure the relationship between variables using numerical data analyzed statistically. This study was conducted at PT Hotel Danau Toba

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Internasional in Medan. The population in this study were all 251 permanent employees of PT. Hotel Danau Toba Internasional Medan. The determination of the sample size in this study used the Slovin formula, with an error tolerance of 10% (0.10), resulting in a sample size of 72 employees.consisting of 7 people aged 20-35 years (10%), 38 people aged 35-50 years (53%), and 27 people aged >50 years (37%), with the criteria of a minimum work period of 1 yearas respondents. Through this approach, the study seeks to describe and analyze the influence of female leadership, human resource (HR) conflict management, and work stress on employee job satisfaction. Primary data were collected through the distribution of questionnaires designed using Likert-scale variable indicators, while secondary data were obtained through documentation studies, business reports, and relevant theoretical references.

The data analysis step begins with an instrument quality test, which includes a validity test by comparing the calculated r value with the table r value, as well as a reliability test using the Cronbach's Alpha coefficient with a minimum standard of 0.6. Next, a classical assumption test is conducted consisting of a normality test (with Kolmogorov-Smirnov), a multicollinearity test (VIF < 10 and Tolerance > 0.1), and a heteroscedasticity test using the Glejser test to ensure the regression model is unbiased. Hypothesis testing is carried out using multiple linear regression analysis to determine the causal relationship between variables. The strength of the influence of the independent variables is partially tested using the t test, while the joint influence is tested using the F test, where significance is measured at a level of less than 0.05.(Imam Ghozali, 2011). Finally, the coefficient of determination (Adjusted R^2) is calculated to measure how much of the variation in the job satisfaction variable can be explained by the research model.

RESULTS and DISCUSSION

Result

Validity and Reliability Test Results

Validity testing was conducted to determine the extent to which the questionnaire items accurately measured women's leadership variables. The test was conducted by comparing the calculated r value (r count) with the table r value (r table) at a certain significance level, namely 0.231. An item is declared valid if the calculated r value is greater than r table..Based on the test results, all question items on the variables of female leadership (X1), HR conflict management (X2), work stress (X3), and also job satisfaction (Y) showed a calculated r value greater than the r table. The calculated r value ranged from 0.303 to 0.769, where all of these values exceeded the r table value of 0.231. Therefore, all research instruments were declared valid.

Similarly, in the reliability test, the results showed that all variables had a Cronbach's Alpha value > 0.70, thus declared reliable. The female leadership variable obtained a value of 0.738, HR conflict management 0.774, work stress 0.756, and job satisfaction 0.752. Thus, all research instruments have good consistency and are suitable for use in research.

Classical Assumption Test

The normality test is a classic assumption test that aims to determine whether the data in a study is normally distributed. Normal distribution is one of the requirements in linear regression analysis. The normality test in this study was conducted using the Kolmogorov-Smirnov method. Data are considered normally distributed if the significance value (Sig.) is > 0.05. The following test results are:

Table 1. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		72
Normal Parametersa,b	*Mean*	.0000000
	Standard Deviation	2.65219657
Most Extreme Differences		
Asymp. Sig. (2-tailed)		**.200**

Based on the table above, the results of the normality test using the One-Sample Kolmogorov-Smirnov method have obtained an Asymp. Sig. (2-tailed) value of 0.200. This value is greater than 0.05 (0.200 > 0.05), so it can be concluded that the data in this study is normally distributed. Thus, the regression model has met the assumption of normality, so the analysis can proceed to the next testing stage, namely the multicollinearity test.

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TestMulticollinearity testing aims to determine the correlation between independent variables in a regression model. The model is declared free of multicollinearity if the Tolerance value is > 0.10 and the VIF is < 10. The following are the test results:

Table 2. Multicollinearity Test

Model		***Collinearity Statistics***	
		Tolerance	VIF
1	*(Constant)*		
	Women's Leadership	0.296	3,374
	Human Resource Conflict Management	0.313	3,191
	Work Stress	0.904	1,106

Based on the test results, the female leadership variable has a tolerance value of 0.296 and a VIF of 3.374. The HR conflict management variable has a tolerance value of 0.313 and a VIF of 3.191, while the work stress variable has a tolerance value of 0.904 and a VIF of 1.106. Therefore, from the test results, it can be seen that all variables show a tolerance value above 0.10 and a VIF value below 10, so it can be concluded that there is no multicollinearity in the regression model. Thus, the model is suitable for further analysis.

Next is the heteroscedasticity test. This test aims to determine whether there is unequal variance in the residuals from one observation to another in the regression model. A good regression model is one that does not exhibit heteroscedasticity. This test can be performed using the scatterplot method.

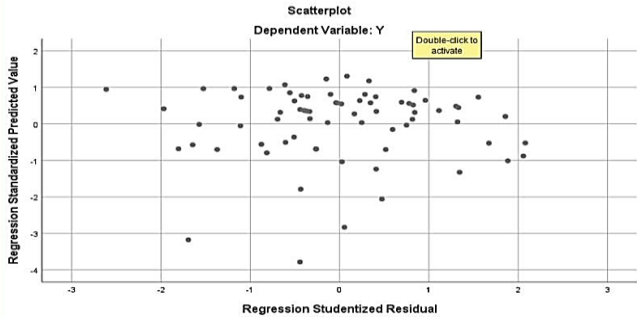

Figure 2. Heteroscedasticity Test

Based on the scatterplot graph, it can be seen that the data points are randomly distributed above and below zero on the Y-axis and do not form a specific pattern, such as a cone or a wavy pattern. This irregular distribution of points indicates that the residual variance is constant (homoscedasticity). Therefore, it can be concluded that there are no symptoms of heteroscedasticity in the regression model. Therefore, the regression model in this study meets one of the classical assumptions and is suitable for further analysis.

Multiple Linear Regression Analysis

Multiple linear regression is a statistical analysis method used to determine the influence of two or more independent variables (X) on one dependent variable (Y), as well as to predict the value of Y based on X, with the following information: X1 is Women's Leadership, X2 is HR Conflict Management, X3 is Work Stress and the Y variable is Job Satisfaction. The following are the results:

Table 3 Multiple Linear Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.117	2.884		1.428	.158
	X1	.605	.121	.516	4.986	.000
	X2	.564	.131	.434	4.315	.000
	X3	.123	.057	.127	2.140	.036

a. Dependent Variable: Y

The following explanation of the results of the multiple linear regression equation obtained is shown in the table above: Y = 4.117 + 0.605 X1 + 0.564 X2 + 0.123X3 + e

Based on this equation it can be interpreted as follows:

1. Constant value 4.117 when female leadership, HR conflict management, and work stress are

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considered constant (zero), the satisfaction level is 4.117.
2. A positive coefficient value of 0.605 means that the better the female leadership, the satisfaction will increase by 0.605.
3. A positive coefficient value of 0.564 means that the better the conflict management, the higher the satisfaction.
4. The positive coefficient value of 0.123 indicates that an increase in work stress is followed by an increase in satisfaction of 0.123.

Coefficient of Determination (R^2) Test

Next, the coefficient of determination (R^2) test is used to determine the extent to which the independent variable (free) can explain the dependent variable (bound) in a regression model. Simply put, the coefficient of determination indicates the percentage contribution of the independent variable to the dependent variable. The results are as follows:

Table 4. Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.885a	.784	.775	2,710

Based on the analysis results in the Model Summary table, the R Square (R^2) value was obtained at 0.784. This indicates that 78.4% of the variation in employee job satisfaction can be explained by the variables of female leadership, HR conflict management, and work stress. Meanwhile, the remaining 21.6% can be influenced by other variables outside this research model that were not examined. The Adjusted R Square value of 0.775 indicates that the regression model used has a strong ability to explain the relationship between variables in this study.

T-Test (Partial) and F-Test (Simultaneous)

The t-test is used to determine whether each independent variable partially (individually) has a significant effect on the dependent variable. The test criteria are: if Sig. < 0.05, it means the test variable has a significant effect, and if Sig. > 0.05, it means the test variable has no significant effect. The results are as follows:

Table 5. T-Test (Partial)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.117	2,884		1,428	.158
Women's Leadership	.605	.121	.516	4,986	.000
Human Resource Conflict Management	.564	.131	.434	4,315	.000
Work Stress	.123	.057	.127	2,140	.036

If we look at the results of the t-test above, then:

1) The female leadership variable has a Sig. value of 0.000 (<0.05) with a t-value of 4.986, thus having a positive and significant effect on job satisfaction.
2) The HR conflict management variable has a Sig. value of 0.000 (<0.05) with a t-value of 4.315, thus having a positive and significant effect on job satisfaction.
3) The work stress variable has a Sig. value of 0.036 (<0.05) with a t-value of 2.140, so it also has a positive and significant effect on job satisfaction.

Thus, all independent variables in this study partially have a positive and significant influence on employee job satisfaction. Based on the Standardized Beta value, the variable that most dominantly influences job satisfaction is female leadership ($\beta = 0.516$).

And in the results of the F test, where this test is used to determine the influence of independent variables simultaneously on the dependent variable. The test criteria are if the significance value (Sig.) < 0.05, then the independent variables together have a significant influence on the dependent variable. Here are the test results:

Table 6. F Test (Anova)

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1813,228	3	604,409	82,294	.000b
Residual	499,424	68	7,344		
Total	2312.653	71			

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Based on the results of the ANOVA test, the calculated F value was 82.294 with a significance value of 0.000 (<0.05). This indicates that the variables of female leadership, HR conflict management, and work stress simultaneously have a significant effect on employee job satisfaction at PT. Hotel Danau Toba Internasional. Thus, the regression model used in this study is declared feasible and able to explain the relationship between the independent and dependent variables.

Discussion

The results of the study indicate that female leadership has a positive and significant influence on employee job satisfaction at PT Hotel Danau Toba Internasional. This suggests that the better the organization with female leadership, the higher the employee satisfaction level. In this study, traits such as empathy, good communication skills, and a participatory attitude in decision-making indicate female leadership. With this leadership style, superiors and subordinates can establish good working relationships, which makes employees feel valued, heard, and involved in organizational processes. Therefore, this study is in line with researchHalim et al., (2021)which explains that communication and the role of leadership have a significant influence on job satisfaction, as a result of employee evaluations of their work experience. Skilled leadership in fostering positive relationships in the workplace has been shown to be a crucial factor in improving employee morale and satisfaction in the dynamic hospitality industry. The results of this study also align with leadership theory.(Robbins, SP, & Judge, nd 2017)which states that leaders with good interpersonal skills tend to be able to increase their employees' motivation and satisfaction in the workplace. It has been shown that female leadership that uses a relational and supportive approach can create a more welcoming and inclusive work environment.

This study found that human resource (HR) conflict management has a positive and significant impact on employee job satisfaction. This suggests that better conflict management within an organization is associated with higher levels of employee satisfaction. Effective conflict management enables open communication, fair problem solving, and harmonious working relationships between individuals and groups. Constructive conflict management can reduce tension and improve teamwork and decision-making quality. Therefore, an organization's ability to manage conflict is crucial for creating a conducive work environment, as conflict can cause stress, reduce work motivation, and negatively impact employee satisfaction. This is also in line with the opinion (Sulistyowati & Hadi, 2021)Where poorly managed conflict can reduce satisfaction by triggering tension. The results of this study also strengthen research from (Ratnawita et al., 2023)This demonstrates that effective conflict management is an absolute prerequisite for achieving workplace harmony. At PT Hotel Danau Toba Internasional, professionalism in handling differences in individual backgrounds has been proven to reduce discomfort and increase employee positive assessments of the company.

Research findings show that human resource (HR) conflict management significantly impacts employee job satisfaction. Conflict is inevitable in organizations, but how it is managed determines whether it has a positive or negative impact on employees and the organization. Open communication, fair problem-solving, and a constructive approach to resolving differences are all signs of effective conflict management. These conditions can enhance cooperation, create more harmonious working relationships, and increase mutual trust. As a result, employees will feel more comfortable at work, which in turn leads to higher levels of job satisfaction. Conversely, poorly managed conflict can create tension, decrease work motivation, and trigger stress, leading to low job satisfaction. Therefore, organizations need to have appropriate conflict management strategies so that conflict can become a means of improvement, not a source of problems. This is in line with the theory proposed by(Robbins, SP, & Judge, nd 2017)which states that conflict that can be managed effectively can improve employee performance and job satisfaction in the company.

Likewise with the work stress variable.Job stress is a significant factor influencing employee job satisfaction. It arises from high work demands, time pressure, role conflict, and an unsupportive work environment. The level of stress experienced by employees can have varying impacts, depending on the individual's ability to manage it.The research results show that job stress significantly influences job satisfaction. In certain contexts, moderate levels of job stress (eustress) can have positive impacts, such as increasing employee motivation, focus, and responsibility for their work. This can lead to increased job satisfaction because employees feel challenged and able to complete tasks well. In the hospitality sector, which has high service expectations, stress arises as a response to the pressure of tasks

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and significant responsibilities. These results align with the explanation (Ratnawita et al., 2023)that job stress affects how employees evaluate their jobs overall. Empirical support from research (Sulistyowati & Hadi, 2021)also emphasized that the impact of stress on employee happiness depends heavily on the individual's and the company's ability to manage it. In the context of PT Hotel Danau Toba Internasional, proper stress management is a determining factor in whether work pressure becomes a motivating challenge or a burden that reduces satisfaction.

Employees experience satisfaction and professional pride when they successfully complete challenging tasks under high guest demands. This critical analysis provides an important insight: stress can only have a positive impact if it is supported by a buffer in the form of supportive female leadership and a fair conflict management system. Without these two supporting factors, work stress can quickly turn into distress, drastically undermining job satisfaction. All of these factors interact to create a conducive work environment where job satisfaction is the end result of quality leadership, a stable environment, and appropriate stress management.

Thus, this researchThis indicates that employee job satisfaction is not influenced by a single factor, but rather the result of a combination of various factors within the organization. Effective female leadership can create harmonious working relationships, good conflict management can maintain a stable work environment, and optimal work stress management can increase employee well-being and productivity.These three factors are interrelated in creating a conducive working environment. Good leadership can minimize conflict and help employees manage stress, thus increasing overall job satisfaction.

CONCLUSION

The conclusions from the results of this study are as follows:

1. The Impact of Female Leadership: Female leadership has a positive impact on employee job satisfaction. Employees report greater happiness in their work lives when their managers foster an environment of open communication and positive team dynamics.
2. The Impact of Human Resource Conflict Management: Human resource conflict management has a significant impact on job satisfaction. A more positive work environment, where employees feel valued and fulfilled, can be achieved through fair and effective dispute resolution.
3. The Effects of Job Stress: Job stress affects job satisfaction levels. Monitoring employee workloads and working conditions is crucial for companies, as uncontrolled stress levels can decrease job satisfaction.
4. Simultaneous Influence: Collectively (together), the variables of female leadership, HR conflict management, and work stress have a significant influence on employee job satisfaction at PT. Hotel Danau Toba Internasional.

Contribution to Human Resource Management Science

1. Strengthening Gender Theory: This study provides empirical evidence that relational female leadership characteristics are highly effective in service industries that have high levels of interpersonal interaction.
2. Reconstruction of the Concept of Stress: Contributing to the literature on organizational behavior that stress is not always negative (distress), but can be a driver of satisfaction (eustress) if supported by supportive leadership.

Practical Implications (Suggestions)

1. Human Resources Development: Companies are advised to hold special soft skills training on emotional intelligence and communication for female managers to strengthen their transformational leadership style.
2. Mediation Procedures: Management needs to provide an independent complaint or mediation channel so that any inter-departmental conflicts can be resolved without causing long-term tension.
3. Workload Monitoring: Companies should conduct regular evaluations of staff workloads to ensure that employee stress remains at a level of motivating challenge, rather than a crippling burden.

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Research Limitations

1. Geographic Scope: This research is limited to one object, namely PT Hotel Danau Toba Internasional Medan, so the results may have different characteristics if applied to industries outside the hospitality industry or other regions.
2. Time Dimension: Data is taken cross-sectionally (at one point in time), so it does not reflect fluctuations in employee job satisfaction over a longer period of time.
3. Variable Limitations: This study only focuses on three independent variables. There are other factors such as organizational culture, compensation systems, and the physical environment that have not been explored in this study.

Award

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