

PREDICTING EMPLOYEE PERFORMANCE FROM THE PERSPECTIVE OF COMMUNICATION: THE MODERATING ROLE OF EMPLOYEE MOTIVATION

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ABSTRACT

The development of the hospitality industry is strongly linked to employee performance. It is essential for every employee to achieve good performance for the hotel's major goals to be met. Employee performance can be influenced by the way they communicate and is related to their motivation. On the TripAdvisor website, there have been complaints from guests regarding employee performance or services. The purpose of this research is to determine the influence of communication on employee performance with the moderation of employee motivation at The Apurva Kempinski Bali. This research uses a quantitative approach. Data collection was carried out by distributing questionnaires with the research population being all employees who work at The Apurva Kempinski Bali. Sample of 70 people was collected using the simple random sampling technique. The data was analyzed using the statistical software PLS SEM 4.0. As a result, both hypotheses are accepted. Communication influences employee performance positively, and employee motivation moderates the relationship between communication and employee performance positively. Both hypotheses result in a significant relationship. Since the relationship between communication and employee performance is quite strong, therefore, the management of Apurva Kempinski Bali is recommended to maintain its communication efforts by emphasizing two-way communication, whether verbally or in writing.

Keywords: Communication, Employee Performance, Employee Motivation, The Apurva Kempinski Bali

ABSTRAK

Perkembangan industri perhotelan sangat erat kaitannya dengan kinerja karyawan. Penting bagi setiap karyawan untuk mencapai kinerja yang baik agar tujuan utama hotel dapat tercapai. Kinerja karyawan dapat dipengaruhi oleh cara mereka berkomunikasi dan berkaitan dengan motivasinya. Di situs TripAdvisor, terdapat keluhan dari tamu mengenai kinerja atau layanan karyawan. Tujuan penelitian ini adalah untuk mengetahui pengaruh komunikasi terhadap kinerja karyawan dengan moderasi motivasi kerja karyawan The Apurva Kempinski Bali. Penelitian ini menggunakan pendekatan kuantitatif. Pengumpulan data dilakukan dengan menyebarkan kuesioner dengan populasi penelitian adalah seluruh karyawan yang bekerja di The Apurva Kempinski Bali. Sampel berjumlah 70 orang yang dikumpulkan dengan menggunakan teknik simple random sampling. Data dianalisis menggunakan perangkat lunak statistik PLS SEM 4.0. Hasilnya, kedua hipotesis diterima. Komunikasi berpengaruh positif terhadap kinerja karyawan, dan motivasi karyawan memoderasi hubungan komunikasi dengan kinerja karyawan secara positif. Kedua hipotesis tersebut menghasilkan hubungan yang signifikan. Karena hubungan antara komunikasi dan kinerja karyawan cukup kuat, maka dari itu pihak manajemen Apurva

¹ Berisi alamat *email* penulis korespondensi. Jika penulis lebih dari satu orang, cukup penulis korespondensinya saja. Bagian ini dituliskan sebagai *footnote*.

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Kempinski Bali disarankan untuk menjaga upaya komunikasinya dengan menekankan komunikasi dua arah, baik lisan maupun tulisan.

Kata Kunci: Komunikasi, Kinerja Karyawan, Motivasi Karyawan, The Apurva Kempinski Bali

Klasifikasi JEL: J1; J5; Z1

1. INTRODUCTION**

The development of the hospitality industry is strongly linked to employee performance. Every employee needs to achieve good performance for the hotel's major goals to be met. According to Votto et al (2021), performance is defined as an employee's behavior in the form of achievement in working in line with the tasks assigned. The hospitality industry has a lot of "high-contact" and "labor-intensive" work. This suggests that these businesses are greatly impacted by the way people interact, specifically between service providers and customers, and how that interaction affects the guests' experience. In other words, human capital is essential to this industry because it may be leveraged to create a sustained competitive edge (Bednarska, 2013).

One of the factors that might influence employee performance is communication. Communication is the act of conveying ideas, emotions, or information to another person (Wandi et al., Sutrisno, 2022). People skills are necessary in the hospitality sector. Among these abilities is the ability to communicate well and efficiently. The way people engage with each other, whether orally, nonverbally, or in writing, is determined by their communication abilities (Shu, 2024).

Previous research has discovered a positive association between internal communication and employee work performance (Kulachai et al., 2018). Employees can provide better service if they communicate well with their customers. As a result, strong communication serves as a basis for excellent employee performance in the hospitality industry (Wandi, 2022).

Employee performance is also related to employee motivation. According to Sutrisno (2015), motivation is a driving force that develops enthusiasm for someone's work, so that they want to work together, work successfully, and integrate all of their efforts to reach goals.

When employees feel motivated, they get more involved, committed, and excited about their work. Motivated workers put in more effort, do their tasks better, and often achieve their goals. Motivation also makes them love their job more and be more positive about it. Motivation can be the power to push employees to do their best and work for the organization in the long term (Sharma,2020).

Apurva Kempinski Bali is a 5-star hotel in Nusa Dua, Badung Regency, Bali that opened in 2019 and is a well-known hotel that is becoming increasingly recognized around the world. On the TripAdvisor site, there has been feedback from guests regarding employee performance or employee services. Some of the feedback is as below:

Table 1.1. Guest Review and Feedback at The Apurva Kempinski Bali from TripAdvisor in 2023

<p>4. Had made a cake arrangement to send to my room 2 days before my girl's birthday through WA with the hotel. On her birthday, they failed to send the cake to my room on time. Yet, they said the cake arrangement should be one day in advance, they already did their BEST to fulfill my request. Poor internal communication and dare to blame the guest not inform them one day in advance?!</p>
<p>Terrible service - lack of understanding vegans</p> <p>This is an amazing property with untrained staff. They have a vegan menu which they do not know how to deliver against. We ordered from the menu and despite clearly asking them, came wrong with eggs and meat. Further lack of empathy from in room dining who failed to understand the need to feed a hungry family late in the night including a rather ineffective duty manager.</p> <p>Breakfast in the concierge and other restaurants are not labeled. Many dishes with shared tongs means vegans / vegetarians may be eating tainted food. Gluten free is non existent.</p> <p>Please be careful if you are staying here and have dietary restrictions</p>
<p>Bad, bad, bad...</p> <p>Didnot meet the high expectations. Two bedroom villa with tiny swimming pool, Concierge cannot be reached when called dozens of times. Restaurant reservations hard to make, never a table available when called. When walk to restaurants plenty of tables available and can be seated at once. Most staff lazy and slow and not understanding. Breakfast tasteless and fat. For hours no life guard at the kids pool.</p>
<p>Poor service</p> <p>Very slow respon from front desk. It took me even more than 30 minutes to get a response request from our room. Surely service does not reflect a five-star hotel. Please take a closer look at a faster response to the ministry.</p>

Source: Trip Advisor (2023)

From the above table, it shows a poor communication problem where the employees were unable to fulfill the guests' requests. They were difficult to reach, not attentive, and slow in responding. Therefore, this research aims to investigate if communication influences employee performance and if employee motivation moderates the relationship between communication and employee performance.

The Hypotheses Development

According to (Tinggi, n.d., 2021), communication has a significant effect on employee performance. There is a positive association between internal communication and employee work performance (Kulachai et al., 2018). Strong communication serves as a basis for excellent employee performance in the hospitality industry (Wandi, 2022).

This forms the first hypothesis:

H1: Communication influences employee performance positively.

According to Dewi (2022), employee performance can be improved by empowering them and providing more intense motivation. Motivation is also a crucial aspect in sustaining everyday labor, and without it, employee work results are not always optimal. According to Sharma (2020), motivation can be the power to push employees to do their best.

This forms the second hypothesis:

H2: Employee motivation moderates the relationship between communication and employee performance positively.

The research model is presented below:

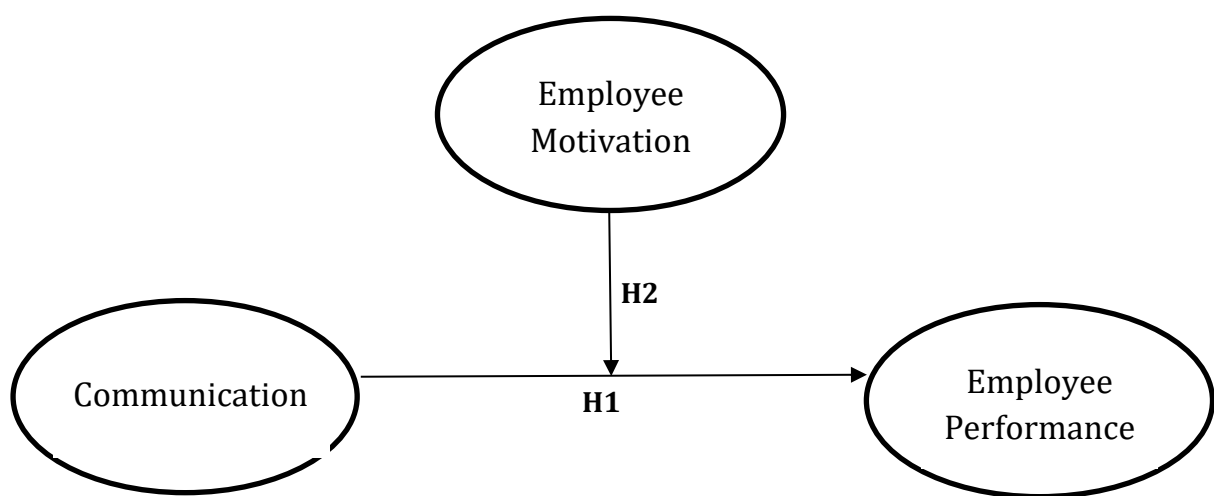


Figure 1.1. The Research Model

2. RESEARCH METHODOLOGY AND DATA

This research uses the quantitative approach since the data will be analyzed with the PLS SEM statistical software. The population of the research is the employees of The Apurva Kempinski Bali. Due to time constraints and the different geographical locations of the research object, samples are taken with a simple random sampling technique. To determine the number of samples, the criteria outlined by Hair et al, (1998) are used to determine the sample size. Hair et al. (1998) stated that at least five times the indicators can be used as the sample size. Since this study has 14 indicators, therefore the sample size is $14 \times 5 = 70$ samples must be collected as a minimum.

Primary data was collected by distributing questionnaires, administered using Google Forms. The link to the questionnaire was distributed by the Human Resources Department via online platforms such as WhatsApp or LINE. The respondents collected consisted of 48.57% male employees and 51.43% female employees. The largest number of respondents was in the age range of 20 to 29 years (52 respondents). The majority of the respondents had worked for 1 to 2 years (42,86%). There are 47,14% of the respondents who worked at the Front of the House department and 52,86% of the respondents at the Back of the House department and the majority of the respondents were staff level (30 respondents).

The 5-point Likert scale was used to evaluate the questionnaire that was given to the respondents. The measurement items for each variable are adopted from the previous research. The measurement items used are presented in the below table.

Table 1.2. Indicators of Communication, Employee Motivation, and Employee Performance

Variable	Indicator	Questionnaires	Measurement Scale
Communication (Rustan & Hakki, 2017)	Motivational Incentive	I feel persuaded by the communication efforts within my workplace.	Likert Scale
	Credibility	The messages I receive in our workplace is reliable and accurate.	
	Interesting	The communication within our organization is interesting.	
	Relevant	The communication I receive is relevant to my job.	
	Understandable	I can understand the message easily.	
Employee Motivation (Uka & Prendi, 2021)	Employee voice heard	I feel my voice is heard and considered	
	Freedom of express opinion	I feel that I have a freedom to express my opinion in my workplace	
	Employee safety at work	I feel safe in terms of financial security at my workplace	
	Employee feeling appreciated	I feel appreciated for the work I do in my workplace	
Employee Performance (Robert L. Mathis-John H. Jackson, 2006) cited by (Novarini & Imbayani, 2019)	Quantity	I can complete all of the activities in my workplace	
	Quality	I have the ability to do every task perfectly	
	Timeliness	I can complete my work on time according to the specified deadline	

	Presence	I'm eager to be present at work every day	
	Ability to cooperate	I can work together with others in completing tasks in my workplace.	

Source: Rustan & Hakki (2017), Uka & Prendi (2021), Robert L. Mathis-John H. Jackson (2006) cited by Novarini & Imbayani (2019)

A pre-test was conducted before the survey on 30 respondents of the employees of The Apurva Kempinski Bali apart from the actual respondents of the research. This is to ensure that the questionnaire statements are valid and reliable to be used.

For data analysis, Partial Least Square (PLS) is used in Structural Equation Modeling (SEM) data processing. PLS-SEM includes both the inner and outer model tests. The relationships between the latent constructs and the observed indicators are measured by the outer model test which is the convergent and discriminant validity tests. (Hair et al., 2022)

The structural model or the connections between the latent variables are examined by the inner model test. Through the use of the R^2 , f^2 , and path coefficients, the structural model was assessed (Hair et al., 2022).

3. DISCUSSIONS

3.1. Outer Model

The statistical program SmartPLS version 4.0 is used to examine the data. In convergent validity tests, the outer loading and construct validity are tested to assess the measuring scale's reliability. The results that were obtained are listed below:

Table 3.1. Loading Factor, Composite Reliability (CR), and Average Variance Extracted (AVE)

Construct	Loading	CR	AVE
Communication		0.854	0.661
X2	0.804		
X4	0.777		
X5	0.856		
Employee Motivation		0.872	0.696
Z1	0.809		
Z2	0.775		
Z4	0.912		
Employee Performance		0.892	0.734
Y1	0.849		
Y2	0.883		
Y3	0.838		

Hair et al. (2022) state that the outer loadings need to be more than 0.7. Therefore, some indicators were deleted due to their inability to meet the requirements. The above table shows every loading that meets the requirement of being greater than 0.7. Following the reliability evaluation, the convergent validity was assessed using the composite reliability (CR), which needs to be more than 0.6 (Hair et al., 2022), and the average variance extracted (AVE), which needs to be more than 0.5 (Fornell & Larcker in Rasoolimanesh, 2022). Based on the results, each AVE has a value above 0.5 and each CR is greater than 0.6. Each construct has a high degree of internal consistency as a result.

Below is the diagram of the measurement model analysis:

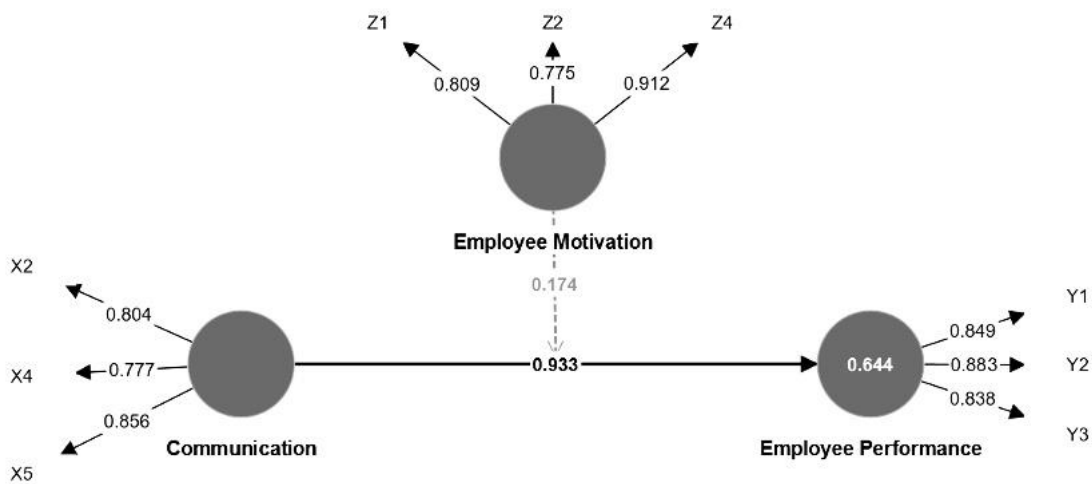


Figure 3.1. The Model Analysis

Source: Prepared by the writer using SmartPLS version 4.0 (2024)

To assess the discriminant validity, the Fornell-Larcker Criterion and cross-loading tests were performed. The Fornell-Larcker Criterion results are shown in the table below.

Table 3.2. The Fornell-Larcker Criterion

Variable	Communication	Employee Motivation	Employee Performance
Communication	0.813		
Employee Motivation	0.565	0.834	
Employee Performance	0.783	0.425	0.857

Source: Prepared by the writer using SmartPLS version 4.0 (2024)

To pass the Fornell-Larcker Criterion, the square root of each construct's Average Variance Extracted (AVE) must be greater than the correlation with any other construct in the framework (Fornell & Larcker in Rasoolimanesh, 2022). As exhibited in Table 3.2, the "Employee Performance" variable shows a larger value than the other two constructs in a horizontal comparison. While the "Communication" variable is larger than the other two constructs vertically, and the "Employee Motivation" variable is larger than the constructs both vertically

and horizontally. As a result, the Fornell-Larcker Criterion Test was successfully passed by the data related to these three variables.

The cross-loading results are shown in the table below.

Table 3.3. The Cross Loading

Construct	Cross Loading
Communication	
X2	0.804
X4	0.777
X5	0.856
Employee Motivation	
Z1	0.809
Z2	0.775
Z4	0.912
Employee Performance	
Y1	0.849
Y2	0.883
Y3	0.838

Source: Prepared by the writer using SmartPLS version 4.0 (2024)

The cross-loading test results for the three variables are shown in the table above. The numbers need to be higher than 0.7 to pass the test. All constructs have produced values that are higher than 0.7. Thus, it can be said that the data successfully passed the cross-loading test for these three variables.

To assess the construct reliability, the values of Cronbach's Alpha and composite reliability are taken into account. Both composite reliability and Cronbach's Alpha must be more than 0.7 to pass the test (Hair et al., 2022). The results are shown in the table below.

Table 3.4. The Construct Reliability

Variable	Cronbach's Alpha	Composite Reliability
Communication	0.743	0.743
Employee Motivation	0.778	0.788
Employee Performance	0.819	0.829

Source: Prepared by the writer using SmartPLS version 4.0 (2024)

Both Cronbach's Alpha and composite reliability are greater than 0.7, as the table shows. As a result, it may be said that the reliability test was passed by the data for these three variables.

Before looking at structural correlations, collinearity should be assessed to ensure that the regression results are free of bias. According to Hair et al. (2022), the variation inflation factor (VIF) needs to be less than 3. The VIF results are shown in the table below.

Table 3.5. The Variation Inflation Factor (VIF)

Construct	VIF
Communication	
X2	1.476
X4	1.415
X5	1.766
Employee Motivation	
Z1	1.667
Z2	1.660
Z4	2.401
Employee Performance	
Y1	1.880
Y2	1.919
Y3	1.715

Source: Prepared by the writer using SmartPLS version 4.0 (2024)

This study found no collinearity problems because the Inner VIF value was below the set limit.

3.2. Inner Model

The structural model is examined using the inner model test, which highlights the connections between the latent variables. The path coefficients and indicators' significance were evaluated using a bootstrap approach with 5,000 iterations. The R^2 and R^2 adjusted results are shown in the table below.

Table 3.6. The R^2 and R^2 Adjusted

Variable	R^2	R^2 adjusted
Employee Performance	0.644	0.628

Source: Prepared by the writer using SmartPLS version 4.0 (2024)

Based on the above results, communication has a 62.8% influence on employee performance, according to the coefficient of determination (R^2). Thus, in addition to the variables employed in this study, there are additional factors that influence employee performance by 37.2% such as environment and working conditions, pay and benefits, and training and development.

F-Square or effect sizes are used to express how strongly latent variables are related to one another. The f^2 results are shown in the table below.

Table 3.7. The Effect Size

Relationship	f^2
Communication => Employee Performance	1.183
Employee Motivation x Communication => Employee Performance	0.085

Source: Prepared by the writer using SmartPLS version 4.0 (2024)

To interpret the moderation effect, the effect sizes of 0.005, 0.010, and 0.025 are used as the standards for small, medium, and large effects (Kenny, 2018 in Hair et al, 2021). Therefore, communication has a high effect on employee performance, as well as communication with the moderation of employee motivation, yields a high effect on employee performance.

In the framework of structural equation models, the path coefficient denotes the strength and direction of the association between latent variables (Ramayah et al.,2018). The bounds of path coefficients lie between -1 and 1. A positive influence is indicated by a value falling between 0 and 1, and a negative impact is indicated by a value falling between -1 and 0. The Path Coefficient results are shown in the table below.

Table 3.8. The Path Coefficient (Signification)

Variable	Path Coefficient	P- Value
Communication=>Emplyee Performance	0.933	0.000
Employee Motivation x Communication=>Employee Performance	0.174	0.003

Source: Prepared by the writer using SmartPLS version 4.0 (2024)

The path coefficient 0.933 shows a positive relationship between communication and employee performance, which means that when communication increases, employee performance also increases. With the path coefficient almost reaching 1, it indicates a strong relationship between communication and employee performance. The P-value obtained 0.000 which is smaller than 0.05 indicates a significant relationship between communication and employee performance. Therefore, communication has a strong, positive, and significant relationship with employee performance.

This is in line with previous research by Kulachai et al. (2018), that employees can provide better service if they communicate well with their customers. Strong communication serves as a basis for excellent employee performance in the hospitality industry (Wandi, 2022). According to (Tinggi, n.d., 2021), communication has a significant effect on employee performance.

The path coefficient 0.174 shows that employee motivation moderates the relationship between communication and employee performance positively. With the path coefficient close to 0, it indicates a weak moderation of employee motivation between communication and employee performance. The P-value obtained 0.003 which is smaller than 0.05 indicates a significant moderation of employee motivation. Therefore, employee motivation has a weak moderation between communication and employee performance but the moderation is significant.

This is in line with previous research by Sutrisno (2015), motivation is a driving force that develops enthusiasm for someone's work so that they want to work together, work successfully,

and integrate all of their efforts to reach goals. Motivated workers put in more effort, do their tasks better, and often achieve their goals. Motivation can be the power to push employees to do their best and work for the organization in the long term (Sharma,2020).

According to Dewi (2022), employee performance can be improved by empowering them and providing more intense motivation. Motivation is also a crucial aspect in sustaining everyday labor, and without it, employee work results are not always optimal. According to Sharma (2020), motivation can be the power to push employees to do their best.

4. CONCLUSIONS

Based on the results of the data analysis, both hypotheses are accepted. Communication influences employee performance positively, and employee motivation moderates the relationship between communication and employee performance positively. Both hypotheses result in a positive and significant relationship.

The relationship between communication and employee performance is somehow quite strong with the path coefficient close to 1 compared to the moderation of employee motivation. Therefore, the management of Apurva Kempinski Bali needs to maintain its communication efforts by emphasizing two-way communication, whether verbally or in writing. The management should be open to employees' feedback, directly or through communication channels such as a suggestion box. Feedback to employees should also be given formally or informally on a daily basis, since employees tend to appreciate daily feedback, whether they are praise or improvements so as to boost their motivation.

Future researchers are recommended to expand their scope of study in some provinces in Indonesia. The qualitative approach is also recommended to deepen the study to find out factors that will improve communication among hotel employees and common sources of problems that will hinder effective communication. Additionally, 62.8% of employee performance is controlled by communication, while the remaining 37.2% is influenced by variables not covered in this study. Future studies should therefore look into these and other related issues, such as environment and working conditions, pay and benefits, and training and development. Lastly, additional moderating or mediating factors that may influence employee performance can be investigated in future studies.

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