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## Role of job satisfaction in mediating the effect of organizational communication on employee performance

Ni Kadek Novi Yusmira Dewi<sup>1</sup>, Ida Bagus Ketut Surya<sup>2</sup><sup>1</sup>Faculty of Economics and Business, Udayana University, Bali, Indonesia<sup>2</sup>Faculty of Economics and Business, Udayana University, Bali, Indonesia

**ABSTRACT:** Employee performance is the work result in quality and quantity that can be achieved by employees in carrying out their assigned tasks according to their responsibilities. Employee performance is the most valuable organizational asset because employees are responsible for improving customer satisfaction and company quality. This research was conducted at the Yans House Hotel Kuta Bali. The purpose of this study was to explain the effect of organizational communication on employee performance, explain the effect of job satisfaction on employee performance, explain the effect of organizational communication on job satisfaction, and explain the role of job satisfaction in mediating organizational communication on employee performance. The number of samples taken was 54 employees, with the method used was saturated samples. Data collection obtained from the results of distributing questionnaires. The data analysis technique used is path analysis. The results of this study indicate that organizational communication has a positive and significant effect on employee performance. Job satisfaction has a positive and significant effect on employee performance. Organizational communication has a positive and significant effect on employee job satisfaction. Job satisfaction positively and significantly mediates the influence of organizational communication on employee performance.

**Keywords** - job satisfaction, organizational communication and employee performance..

### I. INTRODUCTION

Hotels in Bali are known for their natural beauty which is one of the tourist destinations in Indonesia. In addition, hotels in Bali have an attraction because they have good employees in their services. The increasingly competitive competition demands that hotels in Bali be able to increase their advantages, such as increasing Human Resources (HR). Employees as part of company assets, managers and business leaders must wisely invest these assets to generate better profits (Mahadevan and Yap, 2019). This is the same as stated by Rodriguez and Walters (2017), employees are the most valuable organizational asset because employees are responsible for improving customer satisfaction and organizational quality.

Human resources are an important asset in large and small scale organizations, because they are a source that directs and moves the organization and maintains and develops the organization in various demands of society and era (Susiawan and Muhid, 2015). Companies are required to be able to develop every resource they have optimally (Utamajaya and Sriathi, 2015). Human resources in a company must have high competence and performance in order to carry out their management functions (Abadi, 2013). Human resource management is necessary in order leads to good employee values, which do not only refer to the efficiency and effectiveness of employees' work. As stated by Asih and Artana (2014), the organization is expected to be able to encourage employees to improve their knowledge and skills, because employees are a resource that must be developed not just used, so that each department can continue to improve the quality of the resources in it and produce competent employees. If the human resources in the company are able to run effectively, the company can still run effectively.

Hotel Yans House Kuta Bali is a company engaged in accommodation services which is closely related to tourism, Hotel Yans House Kuta Bali has a unique concept and is in a strategic location. However, Hotel Yans House Kuta Bali is also inseparable from various problems that have to do with employee performance. The results of interviews with the leaders of the Yans House Kuta Bali Hotel, there were problems that occurred at the Yans House Kuta Bali Hotel related to employee performance.

The problem that occurs at Hotel Yans House Kuta Bali is that employees often arrive late while working. Employee absenteeism is quite high. This is also exacerbated by the attitude of employees always

waiting for directions from their superiors to do a job. In this case, employees are less innovative. If it is left unchecked, it will affect the performance of the Yans House Kuta Bali Hotel, because in a company engaged in the service sector, good human resources are needed. While the results of interviews with 7 employees of Hotel Yans House Kuta Bali, namely 5 housekeeping people and 2 front office people, there are organizational communication factors and job satisfaction that can trigger employees to improve their performance at Hotel Yans House Kuta Bali. Judging from employee complaints such as salaries that do not match the work results of employees provided by the company, and lack of good communication, such as employees still feel afraid and awkward to express opinions about jobs that are difficult for employees to solve which may require some assistance from their superiors.

Qustolani (2017), said that performance is the result of work achieved by an employee in doing his job in accordance with the conditions set by the company. Performance can be seen from what employees do in their work. Performance according to Hamdi (2014: 30) is something that is done that produces a product or service and is given to a person or group of people who shows the work goals achieved. According to Rivai (2012: 309), stating that performance is a real behavior that is displayed by everyone as a work achievement produced by employees in accordance with their role in the company. Unlike the case with Wibowo (2012: 81), states that performance is a process of how work takes place to achieve work results. Sedarmayanti (2013: 199) states that the strategy for the success of performance measurement can be seen from several aspects, one of which is communication.

Wibowo (2012: 7) performance management is how to manage all organizational activities to achieve organizational goals that have been previously set. In improving employee performance, in addition to having large capital, the company must also have qualified human resources, or currently better known as performance management to win the competition. Bangun (2012: 231) says that performance is the result of work achieved by someone based on job requirements (job requirements). Getting good performance, leaders must provide opportunities for employees to learn skills through communication (Iskandar et al. 2014). Employee performance can be improved by communicating openly and continuously between the company and its employees about the strengths, weaknesses of the market and the challenges faced by the business.

Akbar (2015) explains that without effective organizational communication, employees will find it difficult to understand and implement the content or instructions of the information that has been submitted to support maximum performance. Fahmi (2016: 163), states that communication is the process of delivering messages or intentions carried out through one party or someone to another party or person, either directly or through the media. Pace and Faules (2013: 31) say organizational communication is defined as the display and interpretation of messages between communication units that are part of a particular organization. Neves (2012) open communication between management and employees is an effective way of improving employee performance both on their standard jobs and extra roles in work because communication is a signal that the organization cares about the welfare and value of employee contributions. Razi and Elizabeth (2010), in their research also explained that communication is a variable that cannot be ruled out in the company's efforts to improve performance. Femi (2014), states that effective communication between superiors and subordinates is very important for the success of the company.

Organizational communication is communication that takes place in an organizational environment including sending and receiving messages between two or more people, between a group of people, or in one or more areas that affect organizational behavior. Masmuh (2010: 9) suggests that organizational communication is the sending and receiving of various messages within the organization, in formal and informal groups of organizations. Kiswanto (2010) states that communication has a significant effect on employee performance. Ardana et al. (2012: 138), states that by means of communication, a person can convey his desire hidden in his heart to others, either through sound or movement, gestures of limbs and so on.

Job satisfaction is an important area in organizations (Awang et al., 2010). Andreani and Petrik (2016), explain that when employees are satisfied, employees will tend to do work effectively. Purwanto (2013) states that job satisfaction is an important factor in improving employee performance. According to Luthans (1998), formulating job satisfaction is a positive or pleasant emotional state of a person produced and an assessment of a job or work experience. Vidianingtyas (2014), Job satisfaction can be defined as a set of employee feelings about whether their job is fun or not. Job satisfaction is a general or global affective reaction that individuals have towards their job (Javad and Davood, 2012). This feeling of pleasure or displeasure arises because when employees work they bring along a set of past wants, needs, desires and experiences that shape their job expectations. The higher the job expectations can be met, the higher the level of employee job satisfaction.

## II. THEORY AND HYPOTHESES

The Grand Theory of this research is the theory of social exchange (Social Exchange Theory). Social exchange theory is one of the most influential theories for understanding behavior in companies (Cropanzano

and Mitchell, 2005). The main component of social exchange theory which involves perceptions of the quality of boss-subordinate interactions and perceptions of organizational support in this theory is the view that employees when they have been treated well by their organization will tend to return the favor by behaving and participating more in the organization (Blau, 1964). According to Staley and Magner (2002), Blau's (1964) social exchange theory states that the basic characteristics of social exchange relations, namely the obligations and the basis for measuring the contribution of each party, are not clearly regulated. The social exchange theory that underlies this research because in the SET theory it is explained that there is a desire from the results of a job that affects one's satisfaction so that they are enthusiastic in doing work. Social exchange theory is one of the factors that influence employee performance. This is because if there is an appropriate need that causes employees to communicate well in the organization, it will affect the employee's performance. Social exchange theory explains that there is an effect of good communication on employee performance, in this study job satisfaction is used as a mediating variable and employee performance as the dependent variable.

Ardiansyah (2016) explains that good organizational communication within a company / organization can improve employee performance. Purwanto (2013) states that communication has a significant positive effect on employee performance. Robbins (2013: 555) suggests a direct positive relationship between communication and employee performance. Udayanto (2015) explains that internal communication that has been built within the company can create a good work environment so that employees feel comfortable while working so that it is easier to improve their performance.

Pace and Faules (2013: 25), state that organizational communication has an important meaning because it not only provides benefits for people who want to understand organizational behavior, but also has beneficial results for people who want to improve their performance in a company. Razi and Elizabeth (2010), in their research also explained that communication is a variable that cannot be ruled out in the company's efforts to improve performance. Marta and Wijayati (2018) state that organizational communication has a positive and significant effect on employee performance. Sunadji et al., (2013) stated that organizational communication has a positive and significant effect on employee performance. Pongpipat and Sid (2019) state that communication has a positive and significant effect on employee performance. Hairy, et al (2014) stated that organizational communication has a positive and significant effect on employee performance. The results of research by Agnes et al. (2016) suggest that organizational communication has a positive and significant effect on employee performance. Based on previous research and empirical studies that have been presented, the hypotheses in this study are as follows.

H<sub>1</sub>: Organizational communication has a positive effect on employee performance.

Squires et al., (2015) stated that employee job satisfaction has a positive effect on employee performance, in the sense that dissatisfied employees do not quit their job, but feelings of dissatisfaction can have an impact on the quality of performance and services provided. Mira Hayuningtyas (2017) states, employee job satisfaction has a positive and significant impact on employee performance. This means that increasing employee job satisfaction can improve employee performance.

According to Suntari and Rasto (2018), job satisfaction has a positive and significant effect on employee performance. This proves that job satisfaction has an influence on improving employee performance in a company. Putrana (2016) suggests that the relationship between job satisfaction and employee performance is indicated by the condition of the company where satisfied employees tend to be more effective than companies with unsatisfied employees. Smaying and Miller (2012) also revealed that job satisfaction has a significant relationship with employee performance. Zubair and Chair (2015) job satisfaction has a positive and significant effect on employee performance.

Vrinda and Jacob (2015) stated that basically employees will be more satisfied if they get what is expected so that it has an impact on employee performance. Mathis and Jackson (2004), although job satisfaction is interesting and important, the most basic thing is the effect of job satisfaction on the organization which will affect employee performance. So employees will increasingly show their best performance if employees are satisfied at work. Conversely, if employees are not satisfied with their work, then they will feel lazy, so that it will have an impact on decreased performance. The results of previous research by Renyut et al., (2017) that job satisfaction has a positive and significant effect on employee performance. Based on previous research and empirical studies that have been presented, the hypotheses in this study are as follows.

H<sub>2</sub>: Job satisfaction has a positive effect on employee performance.

Melani, et al (2016) stated that organizational communication has a positive and significant effect on employee job satisfaction such as good organizational communication which will increase employee job satisfaction. This is in line with previous research by Handayani (2014) regarding the effect of organizational communication on employee job satisfaction, where organizational communication has a positive effect on employee job satisfaction. Research conducted by Afianto and Utami (2017) shows that organizational communication has a significant positive effect on job satisfaction, meaning that the better communication of employee work organizations, the higher the job satisfaction will be.

The results of previous research by Pongpipat and Sid (2019) that communication has a positive and significant effect on job satisfaction. Ali and Haider (2012) also state that there is a positive and significant impact of organizational communication on job satisfaction. Novita et al., (2002) stated that effective communication between superiors and subordinates has a strong influence on employee job satisfaction. Putra and Adnyani (2019) communication has a positive and significant effect on job satisfaction. Bobby and Mudiarta (2016) state that organizational communication has a positive and significant effect on job satisfaction. Suker et al., (2016) stated that increasing the effectiveness of superior and subordinate communication can strengthen employee satisfaction. Research results from Pincus J. David (1986) that communication has a positive and significant effect on job satisfaction. Indah Marwani (2018) states that organizational communication has a positive and significant effect on employee job satisfaction. Based on previous research and empirical studies that have been presented, the hypotheses in this study are as follows. H<sub>3</sub>: Organizational communication has a positive and significant effect on job satisfaction.

Hermawan and Suwandana (2019) state that job satisfaction significantly mediates the influence of communication on employee performance, which means that employee performance is highly dependent on the level of job satisfaction of the employee and also the level of employee communication. The results of research conducted by Ardiansyah (2016) state that the role of job satisfaction mediates the influence of organizational communication on employee performance. Research by Carriere and Bourque (2009) shows that communication affects organizational commitment mediated by job satisfaction. Meanwhile, Gray and Laidlaw (2002) suggest that personal feedback, supervisor communication, horizontal communication and communication climate have a significant effect on employee satisfaction and employee performance. Based on the findings from these research studies, it can be argued that job satisfaction is able to closely correlate with employee communication and performance either directly or mediated. Based on previous research and empirical studies that have been presented, the hypotheses in this study are as follows.

H<sub>4</sub>: Job satisfaction mediates the effect of organizational communication on employee performance.

### III. RESEARCH METHOD

This research was conducted at Hotel Yans House Kuta Bali, which is located at Jl. Kartika Plaza, Tuban, Kuta, Badung Regency, Bali. This company was chosen as the research location because there are problems related to employee performance.

Employee performance is defined as employees' perceptions of work results in quality and quantity that can be achieved by employees in carrying out assigned tasks in accordance with their responsibilities. Employee performance indicators refer to Wirawan (2009: 80), namely the dimensions of work results include quantity of work results, quality of work results and efficiency in carrying out tasks. The dimensions of work behavior include work discipline, initiative, and thoroughness. Dimensions of personal traits include leadership, honesty, creativity. Organizational communication is a form of exchange of messages between communication units within the organization. Organizational communication indicators refer to Pace and Faules (2013: 183), namely downward communication, upward communication, horizontal communication, cross channel communication and informal, personal or grapevine communication. Job satisfaction is defined as the level of pleasure an employee feels over his role or job as a positive assessor of his job and the workplace environment in the organization. Job satisfaction indicators refer to Luthans (2008: 243) which includes the work itself, salary, promotion opportunities, supervision (supervision) and co-workers.

The population in this study were all employees of the Yans House Hotel in this study were 54 respondents from employees. The sampling method used was saturated sampling, where all members of the population were used as samples. The sample in this study were all employees of the Yans House Hotel, amounting to 54 people. Data collection was carried out by using a questionnaire using the Likert scale data collection method used has five levels which is an ordinal type scale. The data analysis technique used in this research is path analysis.

### IV. RESULT AND DISCUSSION

The characteristics of respondents in this study can be seen based on gender, education, age. The first characteristic is gender, most of the respondents are male as many as 34 people with a percentage of 62.96 percent, while the rest are women as many as 20 people with a percentage of 37.04 percent. This shows that the employees of the Yans House Kuta Bali Hotel need male employees more because they prioritize the physical strength of the employees who are stronger. The second characteristic is education, where the last education of the respondents was dominant at the diploma level as many as 25 people with a percentage of 46.30 percent, while for the last education the lowest was at the senior high school level as many as 11 people with a percentage of 20.37 percent. This shows that the employees of the Yans House Kuta Bali Hotel are dominant

with their last education, namely diploma because they have more experience in a hotel environment. The third characteristic is age, most of the respondents were between 30-35 years old with a percentage of 38.89 percent, while the lowest age was 41-45 with a percentage of 1.85 percent. This shows that the employees of Hotel Yans House Kuta Bali are predominantly aged 30-35 years, because they have enough experience and still have an attractive appearance.

**Table 1. Instrument Validity Test Results**

Variables	Indicator	Pearson Correlation	Validity
Organizational Communication (X)	X.1	0,703	Valid
	X.2	0,686	Valid
	X.3	0,817	Valid
	X.4	0,829	Valid
	X.5	0,732	Valid
Job Satisfaction (M)	M.1	0,776	Valid
	M.2	0,737	Valid
	M.3	0,789	Valid
	M.4	0,761	Valid
	M.5	0,681	Valid
	M.6	0,450	Valid
Employee Performance (Y)	Y.1	0,658	Valid
	Y.2	0,722	Valid
	Y.3	0,591	Valid
	Y.4	0,757	Valid
	Y.5	0,524	Valid
	Y.6	0,754	Valid
	Y.7	0,615	Valid
	Y.8	0,720	Valid
	Y.9	0,673	Valid

Validity testing is done by calculating the value of Pearson Product Moment Correlation. An instrument is said to be valid if the values of Pearson Product Moment Correlation ( $r \geq 0.30$ ). A valid instrument allows measuring the variables that occur in the study correctly. The results of the validity test in this study indicate that the three variables obtain a correlation coefficient (Pearson Correlation) with a total score of all indicators greater than 0.30. This proves that the statement items in this research instrument have met the data validity requirements.

Reliability test aims to determine the extent to which measuring instruments can be trusted or reliable. Reliability testing was carried out on instruments with Cronbach's alpha coefficient. If the Cronbach's alpha value is 0.60, then the instrument used is reliable.

**Table 2. Instrument Reliability Test Results**

Variables	Cronbach Alpha	Reliability
Organizational Communication (X)	0,805	Reliable
Job Satisfaction(M)	0,792	Reliable
Employee Performance(Y)	0,844	Reliable

The results of the reliability test in this study indicate that the three variables obtain a Cronbach Alpha that is greater than 0.60 so that the statements in the questionnaire in this study can be said to be reliable and can be used to conduct research.

The classical assumption test is carried out in order to ensure the results obtained meet the basic assumptions in the regression analysis. The results of the classical assumption test carried out in this study consisted of the normality test, multicollinearity test and homoscedasticity test.

The normality test aims to test whether the residuals of the regression models are normally distributed or not. The normality test is carried out using the Kolmogorov-Smirnov statistic where the data is stated to be normally distributed if the Asymp.Sig (2-tailed) coefficient is greater than 0.05 ( $\alpha = 5\%$ ). The results of the Model I Normality Test show the Asymp.Sig (2-tailed) coefficient of 0.200 while the significant level used is 0.05. Because the coefficient of Asymp.Sig (2-tailed) is greater than  $\alpha$ , it can be concluded that this structural model is normally distributed ( $0.200 > 0.05$ ). The results of the Model II Normality Test show that the Asymp.Sig (2-tailed) coefficient is 0.200, while the significant level used is 0.05. Because the coefficient of Asymp.Sig (2-tailed) is greater than  $\alpha$ , it can be concluded that the structure model II is normally distributed ( $0.200 > 0.05$ ).

Multicollinearity test aims to test whether the regression model found a correlation between independent variables. Multicollinearity test can be seen from a tolerance level greater than 10 percent (0.10) or a

VIF that is smaller than 10. The results of the SPSS multicollinearity test output showed that the tolerance and VIF values on the organizational communication and job satisfaction variables were 0.914 and 1.094. It can be concluded that the model does not have multicollinearity symptoms.

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variants from the residuals of one observation to another. This can be seen at a significance value of more than 0.05, then the data is stated that there are no symptoms of heteroscedasticity. After conducting the heteroscedasticity test, the Sig. the organizational communication variable is 0.653 greater than 0.05, so it can be concluded that model I states that there are no symptoms of heteroscedasticity. Meanwhile, the Sig. the organizational communication variable is 0.123 and the Sig. job satisfaction variable of 0.095 is greater than 0.05. It can be concluded that model II does not have heteroscedasticity symptoms.

This study uses data analysis techniques with path analysis to test the hypothesis of the direct and indirect effect of organizational communication, job satisfaction and employee performance. The completion of the path analysis is divided into two models: the first model is the influence of organizational communication on job satisfaction and the second model is the effect of organizational communication and job satisfaction on employee performance.

**Table 3. Path Coefficient I**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.812	3.629		4.909	0.000
	Organizational Communication	0.366	0.102	0.293	2.208	0.032
a. Dependent Variable: Job Satisfaction						
b. R square: 0,086						
c. Sig. F: 0,032						

The magnitude of the influence of organizational communication (X) on job satisfaction (M) is 0.293 with a sig.t value comparison of 0.032 less than the significant value used ( $0.032 < 0.05$ ). This figure shows that organizational communication has a positive and significant effect on job satisfaction by 29.3 percent, while the remaining 70.7 percent is influenced by other factors outside the model.

**Table 4. Path Coefficient II**

<i>Coefficients<sup>a</sup></i>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.124	4.540		2.891	0.006
	Organizational Communication	0.560	0.179	0.356	3.122	0.003
	Job Satisfaction	0.530	0.105	0.422	3.693	0.001
a. Dependent Variable: Employee Performance						
b. R square: 0.393						
c. Sig. F: 0.000						

The magnitude of the influence of organizational communication (X) on employee performance (Y) is 0.356 with a sig.t value ratio of 0.003 less than the significant value used ( $0.003 < 0.05$ ). This figure shows that organizational communication has a positive and significant effect on employee performance by 35.6 percent, while the remaining 64.4 percent is influenced by other factors outside the model. While the effect of total job satisfaction (M) on employee performance (Y) is 0.422 with a sig.t value comparison of 0.001 less than the significant value used ( $0.001 < 0.05$ ). This figure shows that job satisfaction has a positive and significant effect on employee performance by 42.2 percent, while the remaining 57.8 percent is influenced by other factors outside the model.

The magnitude of the influence of organizational communication (X) on employee performance (Y) is 0.356 with a sig.t value ratio of 0.003 less than the significant value used ( $0.003 < 0.05$ ). This figure shows that organizational communication has a positive and significant effect on employee performance by 35.6 percent. This means that the better the communication that occurs in the organization, the better the employee's performance will be. These results support previous research conducted by Ardiansyah (2016), Purwanto (2013), Wijaya (2018), Sunadji et al., (2013), Pongpipat and Sid (2019), Hairy, et al (2014), and Agnes, et al. (2016) which states that positive communication has a significant positive effect on employee performance.

The magnitude of the effect of job satisfaction (M) on employee performance (Y) is 0.422 with a sig.t value comparison of 0.001 less than the significant value used ( $0.001 < 0.05$ ). This figure shows that job

satisfaction has a positive and significant effect on employee performance by 42.2 percent. This means that the higher the employee's job satisfaction, the higher the employee's performance results. These results support previous research conducted by Squires et al., (2015), Mira hayuningtyas (2017), Suntari and Rasto (2018), Zubair and Chair (2015), Vindra and Jaob (2015), and Renyut et al., (2017) which shows that job satisfaction has a positive and significant effect on employee performance.

The magnitude of the effect of total organizational communication (X) on job satisfaction (M) is 0.293 with a sig.t value comparison of 0.032 less than the significant value used ( $0.032 < 0.05$ ). This shows that organizational communication has a positive and significant effect on job satisfaction by 29.3 percent. This means that the better the communication that occurs within the organization, the more satisfied employees will be at work. These results support previous research conducted by Melani, et al. (2016), Handayani (2014), Afianto and Utami (2017), Pongpipat and Sid (2019), Ali and Haider (2012), Bobby and Mudiarta (2016), Pincus J. David (1986), and Indah Marwani (2018) which show that organizational communication has a positive and significant effect on employee job satisfaction.

Based on the results of the Sobel test, it shows that the tabulation results are  $Z = 3.96 > 1.96$ , which means that the job satisfaction variable significantly mediates the relationship between organizational communication and employee performance at the Yans House Hotel Kuta Bali. In addition, the VAF value is 25.6%, which is greater than 20% and less than 80%, it can be explained that there is a mediating effect or in other words, job satisfaction as a partial mediation. This means that the influence of organizational communication on employee performance is greatly strengthened by the inclusion of job satisfaction as a mediating variable. These results support previous research conducted by Hermawan and Suwandana (2019) and Ardiansyah (2016) which states that job satisfaction significantly mediates the effect of communication on employee performance.

## V. CONCLUSION

Organizational communication has a positive and significant effect on employee performance at Hotel Yans House Kuta Bali. This shows that the better the communication that occurs in the organization, the better the employee's performance will be. Job satisfaction has a positive and significant effect on employee performance at Hotel Yans House Kuta Bali. This means that the higher the employee's job satisfaction, the higher the employee's performance results. Organizational communication has a positive and significant effect on employee job satisfaction at Hotel Yans House Kuta Bali. This means that the better the communication that occurs within the organization, the more satisfied employees will be at work. Job satisfaction partially mediates the influence of organizational communication on employee performance at Hotel Yans House Kuta Bali. This shows that the influence of organizational communication on employee performance is greatly strengthened by the inclusion of job satisfaction as a mediating variable.

This study has several limitations, namely the number of respondents is only 54 employees and only from the Yans House Kuta Bali Hotel environment, so that the results of this study can only be applied to the work environment of Hotel Yans House Kuta Bali and cannot be realized in other company environments. There are limitations to research using a questionnaire, namely that the answers from respondents sometimes do not show the real situation. The results of the questionnaire were long enough to slow down data processing.

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