The Effect of Leadership and Communication on Employee Performance at Maya Ubud Resort and Spa Gianyar-Bali

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Abstract

The purpose of this study is to determine the effect of leadership and communication on employee performance at Maya Ubud Resort and Spa Gianyar-Bali, partially and simultaneously. This study used stratified random sampling because it randomly selected 38 of the 269 employees of Maya Ubud Resort and Spa in each department. The data obtained was analysed with validity, reliability, classical assumption tests, correlation analysis, multiple linear regression analysis, and hypothesis testing (T and F tests), which were processed with SPSS 24 for Windows. The results of this study indicated that leadership partially had a positive and significant effect on employee performance at Maya Ubud Resort and Spa, with a t-count of 2.184, which was bigger than the t-table, which was 2.030, and a significance value of 0.036, which was smaller than 0.05. Second, communication partially had a positive and significant effect on employee performance at Maya Ubud Resort and Spa, with a t-count of 3.745, which was bigger than the t-table, which was 2.030, and a significance value of 0.001, which was smaller than 0.05. Leadership and communication simultaneously had a positive and significant effect on employee performance at Maya Ubud Resort and Spa. This was indicated by the f-count of leadership and communication being 10.090, which was bigger than the f-table, which was 3.260, and the significance value of 0.000, which was smaller than 0.05. The coefficient of determination showed that the contribution of leadership and communication to employee performance was 36.6%, while the remaining 63.4% was affected by other variables not examined in this study.

Keywords: Leadership, Communication, Employee Performance
INTRODUCTION

Bali Island is one of the tourist destinations that is familiar to both foreign and domestic tourists. Bali Island is currently a famous cultural tourist destination throughout the world presenting a number of cultural elements such as agriculture, arts, culinary, religious activities (Subadra, 2015). It is proven that foreign tourist visits are increasing every year. The increase in foreign tourist visits can be seen in table 1 below.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Visits (People)</th>
<th>Growth Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>4,927,937</td>
<td>23.14</td>
</tr>
<tr>
<td>2017</td>
<td>5,697,739</td>
<td>15.62</td>
</tr>
<tr>
<td>2018</td>
<td>6,070,473</td>
<td>6.54</td>
</tr>
<tr>
<td>2019</td>
<td>6,275,210</td>
<td>3.37</td>
</tr>
<tr>
<td>2020</td>
<td>1,069,473</td>
<td>-82.96</td>
</tr>
<tr>
<td>2021</td>
<td>51</td>
<td>-100.00</td>
</tr>
</tbody>
</table>

Table 1 shows that the number of foreign tourist visits in 2016-2019 has increased every year. The increase occurred because Bali has always been able to provide comfort through the beauty of its panorama, the hospitality of its people, and places to stay that have complete, clean and comfortable facilities that make tourists visit Bali many times.

In 2020 there was a decrease in the number of foreign tourist visits to Bali with a percentage of 82.96% from the previous year. Then in 2021 there was a decrease in the number of foreign tourist visits to Bali with a percentage of 100.00% from the previous year. In other words, since the covid-19 pandemic in 2020, there has been a decrease of 6,275,159 people from 2019 which totalled 6,275,210 people (Subadra and Heather, 2022). This certainly has an impact on the Balinese economy in particular.

Tourism industry players continue to improve by preparing tourist accommodations, such as hotels and resorts. Resort is a business that is managed by its owner by providing lodging services, food, drinks, special facilities for leisure and sports activities such as tennis, golf, spa, yoga centre, tracking, and jogging. These become the most factors for the tourists visiting Bali (Subadra, 2019). The tourists’ experiences gazing and engaging with these
attractions become a very high value gained by the tourist during their holiday in Bali (Subadra, 2022)

One of the most famous resorts in Gianyar is Maya Ubud Resort and Spa. The resort is located on Jalan Gunung Sari Peliatan, Ubud was opened in 2001. To maintain the competitiveness of the company, human resource management must be considered by company leaders.

Based on the results of preliminary observations made by the author, namely by interviewing an employee of Maya Ubud Resort and Spa, it is known that working conditions at Maya Ubud Resort and Spa are currently starting to be less conducive, especially the relationship between employees and leadership or management staff due to lack of communication-related to reduced working days and the work that must be done is currently not in accordance with the initial Job Desk of each employee. In addition, the results of preliminary observations made by the author using interview techniques to one of the Human Resort Development (HRD) employees at Maya Ubud Resort and Spa, found that briefings are indeed held every day by each department as a medium for providing work direction between employees on duty. However, one of the communication media between employees and management in the workplace, namely general meetings, was not scheduled from the beginning by the hotel. General meetings are only held if there is a problem that needs to be resolved together or if there is an update to the SOP (Standard Operating Procedure) where the time of implementation cannot be determined. Moreover, the meeting is not accompanied by attendance so it is possible that there are some employees who choose not to participate in the meeting so that this can cause misunderstandings and interfere with visitor comfort.

According to Mangkunegara (2011), employee performance can be indicated through four indicators, namely quality, quantity, task execution and responsibility. Based on the results of online observations (tripadvisor.com) which have also been carried out, the author found several comments/complaints submitted by visitors to Maya Ubud Resort and Spa as justification for employee performance.

The first comment relates to the execution of the task that the staff serving visitors acted so arrogantly that visitors felt uncomfortable and decided to cancel the SPA service booking and would not visit again.
In the second comment related to quality and responsibility, it was elaborated that the guests felt that they were not getting a five-star hotel experience and were very disturbed by the renovation work underneath their rooms. The visitor had contacted reception to report this, but the situation did not improve and the renovation work continued. The visitor attempted to contact the receptionist again. However, it was ignored and the visitor felt that his comfort was not well appreciated.

In the last comment related to the quality and quantity of work, it can be described that visitors do not get the bed facilities they ordered, namely *king size beds*, but visitors are provided with two beds in one room. When the visitor asked for the bed to be changed to one large bed, the employee advised the visitor to wait until the room the visitor wanted was ready, but up to 90 minutes the visitor waited but was not contacted either so the quantity of work of the employee was considered poor. After complaining again, they were finally given the bed facilities they wanted. In addition, visitors also recounted inadequate employee services, as evidenced by rooms that were not cleaned properly, bath clothes that were not folded neatly, and used dishes that were not cleaned and left. This indicates that the quality of the rooms and services as well as the quantity of work of the employees are not good according to these visitors.

Some opinions about employee performance theory say that there is a relationship between employee performance and leadership and communication. The factors that affect performance achievement according to Sutrisno (in Sudira, 2017) are leadership factors. In an organisation or company, the leadership factor plays an important role because it is the leader who will drive and direct the organisation in achieving goals and at the same time it is not an easy task because he must understand each different subordinate’s behaviour.

Meanwhile, according to Anoraga (in Silalahi, 2018: 2), communication has many effects on employee performance. Communication that occurs between superiors and subordinates and with other fellow employee members in the company can motivate employees to do a better job.

The results of preliminary observations at Maya Ubud Resort and Spa indicate that there are problems with leadership and communication factors that affect employee performance, such as unilateral decisions made by leaders in terms of changes in working hours and *job descriptions*, less than optimal communication because *general meetings* that should be a forum for employee aspirations and communication are not scheduled at
Maya Ubud Resort and Spa, and the emergence of negative reviews from visitors regarding the performance of Maya Ubud Resort and Spa employees. Therefore, the author wants to know the effect of leadership and communication factors on the performance of employees at Maya Ubud Resort and Spa.

Based on the background description, the following problem formulation can be stated.

1. Does leadership affect employee performance at Maya Ubud Resort and Spa?
2. Does communication affect employee performance at Maya Ubud Resort and Spa?
3. Do leadership and communication affect employee performance at Maya Ubud Resort and Spa?

Based on the formulation of the problem, the objectives of this study are as follows.

1. To determine the effect of leadership on employee performance at Maya Ubud Resort and Spa.
2. To determine the effect of communication on employee performance at Maya Ubud Resort and Spa.
3. To determine the effect of leadership and communication on employee performance at Maya Ubud Resort and Spa.

The results of this study are expected to provide theoretical benefits, namely being able to enrich concepts or theories that help the development of science regarding human resource management in the hospitality sector, especially related to the effect of leadership and communication on employee performance. Practical benefits for students, namely this research is expected to be used as a reference in applying the theory obtained on campus with the reality in the industry, especially those related to human resources, for Triatma Mulya University, namely it can be used as an additional reference if you want to conduct further research, especially those related to employee performance and for company management, namely it can be used as information or provide an overview of the importance of leadership and communication on employee performance at Maya Ubud Resort and Spa.

THEORETICAL CONCEPT

Effect

Surakhmad (2012: 1) argues that effect is the power that arises from things or people and also internal symptoms that can provide changes that can shape beliefs or changes. The effect is in the form of persuasion or encouragement that has properties or gives an effect.
Leadership

According to Malik (in Mas, 2017: 11), leadership is a process of providing guidance and effect to members of a group or organisation in carrying out tasks. The leadership indicators according to Siagian (in Sudira, 2017: 22) are as follows:

1. A climate of mutual trust.
2. Respect for subordinates' ideas.
3. Take into account the feelings of subordinates.
4. Attention to work comfort for subordinates.
5. Take into account the job satisfaction factor of subordinates in completing the tasks entrusted to them.
6. Recognition of the status of subordinates in an appropriate and professional manner.

Communication

Hermawan (2012: 04) states that communication is a process of delivering information (messages, ideas, ideas) from one party to another so that there is mutual effect between the two. According to Sutardji (2016: 10) there are five indicators of effective communication, namely:

1. Understanding.
2. Pleasure.
3. Effect on attitudes.
4. A better relationship.
5. Action.

Performance

According to Sunyoto (2013: 137) performance is the result of work achieved by a person or group of people in an organisation in accordance with their respective authorities and responsibilities in order to achieve the objectives of the organisation concerned legally, not against the law and in accordance with morals and ethics. Nitisemito (in Setianto, 2013) says that the factors that affect employee performance include:

1. Leadership Factors.
2. Motivational Factors.
3. Communication Factors.
5. Compensation Factors.

According to Mangkunegara (2011:) the indicators of employee performance are as follows.

1. Quality.
2. Quantity.
3. Task Implementation.
4. Responsibilities.

Employees

According to the Law of the Republic of Indonesia Number 13 of 2003 concerning Labour, Article 1 paragraph 2 states that employees are everyone who is able to do work in order to produce goods and services both to meet the needs of themselves and the community, both inside and outside of work relations.

Empirical Study

The first research was conducted by Siswandi (2013) with the title "The Effect of Leadership Style, Internal Communication, and Work Motivation on Employee Performance". The advantage of the current research is that there are initial observations that further strengthen the research background.

The second research was conducted by Mas (2017) with the title "The Effect of Leadership and Compensation on Employee Work Performance at The Legend Cafe Ubud". The advantages of current research are the benefits of research that are useful for students, universities and companies / research objects, while in previous studies only for companies / research objects.

The third research was conducted by Juhana, et al. (2011) with the title "The Effect of Leadership, Communication, and Motivation on Employee Performance at the Development Administration Bureau of the Regional Secretariat of West Java Province ". The advantage of the current research is that it uses two data collection techniques in making initial observations, namely interview techniques and documentation while previous research only uses documentation techniques.
Conceptual Framework

The conceptual framework is a theoretical explanation of the links between the variables studied to formulate hypotheses or temporary conjectures. So theoretically it is necessary to explain the relationship between the independent and dependent variables (Sugiyono, 2012: 47)

![Conceptual Framework Diagram]

Figure 1. Conceptual Framework

Hypothesis

Based on the background theoretical studies, empirical, and conceptual framework, the following hypothesis can be formulated.

H1: There is an effect of leadership on employee performance at Maya Ubud Resort and Spa.

H2: There is an effect of communication on employee performance at Maya Ubud Resort and Spa.

H3: There is an effect of leadership and communication on employee performance at Maya Ubud Resort and Spa

RESEARCH METHODS

The location of this research is Maya Ubud Resort and Spa. This resort is located on Jalan Gunung Sari, Peliatan, Ubud. The author chose Maya Ubud Resort and Spa as the research location because the author found a problem regarding employee performance that runs less than optimal so it is thought to be caused by leadership and communication at Maya
Ubud Resort and Spa. This research time starts from October 2021 and finishes until June 2022.

In this study, the independent variables are leadership (X1) and communication (X2) while the dependent variable is employee performance (Y).

Quantitative data is data in the form of numbers, or qualitative data that has been converted into numbers (Sugiyono, 2013: 12), such as data on the number of guest visits, data on the number of employees, and questionnaire results. Qualitative data is data in the form of words, schemes, and images (Sugiyono, 2013: 13), such as data on the identification of research objects. Primary data in this study are survey results in the form of questionnaire data needed to determine the response or responses from employees regarding the effect of leadership and communication on employee performance at Maya Ubud Resort and Spa. In this study, secondary data were obtained through various sources, including books, journals, the internet, previous research results and some data obtained from the resort, such as data on guests staying, employee data and others.

The instruments used in this research include notebooks, voice recorders, cameras, stationery, questionnaires and other forms related to data recording.

Arikunto (2012: 104) suggests that in sampling, if the subject is less than 100 people, it is better to take it all, if the subject is large or more than 100 people can be taken 10-15% or 20-25% or more.

In this study, the number of objects or population is the number of all Maya Ubud Resort and Spa employees, namely

269 employees who are divided into 12 different fields of work. Based on Slovin’s theory (in Wulandari, 2021: 38) regarding sampling, the research error tolerance limit can be determined by the researcher with regard to limited funds, energy and time. The provision of the error tolerance limit (error margin) set in this study is 15%.

Therefore, researchers can use a number of samples taken from a representative population.

\[ n = \frac{N}{1+N(e)^2} \]

\[ n = \frac{269}{(1+269 \times (15\%) )^2} \]

\[ n = \frac{269}{(1+269 \times (0.15) )^2} \]

\[ n = \frac{269}{(1+(269 \times 0.225))} \]

\[ n = \frac{269}{(1+6,0525)} \]

\[ n = 269 / 7,0525 \]
n = 38.14 (rounded up)

n = 38 people (14% of total population)

Description:

n = Number of samples

N = Total population

e = Error margin

According to Rahmadi (2011: 63) Stratified Random Sampling is a random sampling technique in a population that has a stratified or layered arrangement.

In this study, the entire population will be divided into 12 strata/subpopulations based on departments in Maya Ubud Resort and Spa. Then from each stratum/subpopulation, a research sample of 14% will be determined randomly according to the results of using Slovin’s previous theory.

Table 2
Population and Sample of Maya Ubud Resort and Spa

<table>
<thead>
<tr>
<th>No.</th>
<th>Field of work</th>
<th>Population</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Administrative and General (A&amp;G)</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Accounting</td>
<td>21</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>Engineering</td>
<td>44</td>
<td>6</td>
</tr>
<tr>
<td>4</td>
<td>F&amp;B Product</td>
<td>42</td>
<td>6</td>
</tr>
<tr>
<td>5</td>
<td>F&amp;B Service</td>
<td>31</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>Front Office</td>
<td>28</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>Housekeeping</td>
<td>43</td>
<td>6</td>
</tr>
<tr>
<td>8</td>
<td>Human Resources</td>
<td>13</td>
<td>2</td>
</tr>
<tr>
<td>9</td>
<td>Information &amp; Technology</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>10</td>
<td>Laundry</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>11</td>
<td>Sales &amp; Marketing</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>12</td>
<td>Spa</td>
<td>27</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>269</td>
<td>38</td>
</tr>
</tbody>
</table>
The data collection techniques used are observation techniques carried out for approximately 1 month in October 2022 by researchers by observing and recording the leadership style and communication techniques carried out by leaders to employees or employees with other employees, documentation techniques used to obtain data and information in the form of books, archives, documents, written figures, and images in the form of reports and information that can support research, such as data on the number of employees and data on the number of guest visits staying at the resort, interview techniques conducted in this study to find out the number of employees, organisational structure, determination of working hours, work system and communication at Maya Ubud Resort and Spa. and survey techniques conducted by giving a set of questions or written statements to respondents to answer which is often referred to as a questionnaire.

Data Analysis Technique

The validity test shows the degree of accuracy between the data that actually occurs on the object and the data that can be collected by researchers (Sugiyono, 2016: 172). According to Sugiyono (2016: 179), if r (correlation coefficient) ≥ 0.30, the data is declared valid. Conversely, if r (correlation coefficient) ≤ 0.30, the data is declared invalid.

The reliability test is used to determine whether the data collection tool shows the level of accuracy, accuracy, stability or consistency in revealing certain symptoms. According to Ghozali (2013: 47) a variable is said to be reliable if it provides a Cronbach Alpha value > 0.60.

The normality test is carried out to test the data of the independent variable (X) and the dependent variable (Y) in the resulting equation, normally or abnormally distributed. The normality test is carried out using the Kolmogorov-Smirnov Normality Test, the basis for decision making is based on the following probability.

a. If the probability > 0.05, the distribution of the regression model is normal.

b. If the probability < 0.05, the distribution of the regression model is abnormal.

Ghozali (2013: 105) states that the multicollinearity test is used to test whether the regression model found a correlation. If the tolerance value <0.10 or VIF > 10, there is multicollinearity.

a. If the tolerance value > 0.10 or VIF < 10, it means that there is no multicollinearity.
The heteroscedasticity test aims to test whether in the regression model there is an inequality of *variance* from the residuals of one observation to another. One way to detect the presence or absence of heteroscedasticity is to do the *Glejser* test. This model is done by regressing between the independent variable and the absolute residual $>0.05$ then there is no heteroscedasticity problem.

Multiple Linear Analysis is one of the statistical methods used to examine the relationship between the independent variable ($X$) and the dependent variable ($Y$). Sugiyono (2013: 227) argues that the multiple linear regression analysis equation can be formulated with the following equation:

$$Y = a + b_1 X_1 + b_2 X_2$$

Description:

- $Y$ = Employee Performance
- $a$ = Constant
- $b_1$ = Leadership Regression Coefficient ($X_1$)
- $b_2$ = Regression Coefficient of Communication ($X_2$)
- $X_1$ = Leadership
- $X_2$ = Communication

To determine the relationship between two independent variables (free) and the dependent variable (bound) simultaneously (together), multiple correlation analysis is used. Sugiyono (2015: 191) argues that multiple correlation can be calculated using the following formula:

$$R_{yX_1X_2} = \frac{r_{yX_1} - r_{yX_2} - 2r_{yX_1}r_{yX_2}r_{X_1X_2}}{r_{X_1X_2} - r_{X_1}r_{X_2}}$$

between independent variables. To detect the presence or absence of multicollinearity, it can be seen from the VIF (*Variance Inflation Factor*). Multicollinearity testing can be done as follows. $R_{yX_1X_2}$ = Correlation Coefficient between variables $X_1$ and $X_2$ together with variable $Y$.

- $r_{yX_1}$ = Correlation Coefficient of $X_1$ to $Y$
- $r_{yX_2}$ = Correlation Coefficient of $X_2$ to $Y$
- $r_{X_1X_2}$ = Correlation Coefficient of $X_1$ to $X_2$
Table 3
Guidelines for Interpreting the Correlation Coefficient

<table>
<thead>
<tr>
<th>Coefficient Interval</th>
<th>Relationship Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>0,00 - 0,199</td>
<td>Very Low</td>
</tr>
<tr>
<td>0,20 - 0,399</td>
<td>Low</td>
</tr>
<tr>
<td>0,40 - 0,599</td>
<td>Medium</td>
</tr>
<tr>
<td>0,60 - 0,799</td>
<td>Strong</td>
</tr>
<tr>
<td>0,80 - 1,000</td>
<td>Very Strong</td>
</tr>
</tbody>
</table>

Sugiyono (2013: 246) suggests that the T test is used to test the significance of each regression coefficient so that it is known whether the independent variable partially affects the dependent variable is real or only by chance.

Formula:
\[ t = \frac{b_1}{S(b_1)} \]

Description:
- \( t \) = t-count
- \( b_1 \) = regression coefficient
- \( S(b_1) \) = Standard error of regression coefficient

The statistical test steps are as follows.

1. Determining the Hypothesis Formula
   a. If Ho: \( b_1 , b_2 = 0 \), this means that leadership, communication has no positive and significant effect partially on employee performance.
   b. If Ha: \( b_1, b_2 > 0 \), this means that leadership and communication have a positive and significant effect partially on employee performance.

2. Examiner Requirements
   Using 95% confidence level or 5% error rate (\( a=0.05 \)). With degree of freedom \( df = n-k-l \), so \( t_{table} = t(a,df) \).

3. Tester Criteria
   a. If t-count> t-table, then Ho is rejected, meaning the effect is significant.
   b. If t-count < t-table, then Ho is accepted, meaning the effect is not significant.
Draw the Ho rejection and acceptance regions.

![Figure 2. Ho acceptance and rejection regions T test](image)

Sugiyono (2013: 235) suggests that the F test is used to test the significance of the regression line equation to prove that the results obtained are indeed a linear equation and not non-linear and to determine whether the regression model can be used to predict the dependent variable or not with the Ho Acceptance Area comparing the $f$-test with the $f$-table.

1. Determine the hypothesis formula
   a. If $H_0 = R < 0$, it means that there is no simultaneous effect between leadership and communication on employee performance.
   b. If $H_a = R > 0$, it means that there is a simultaneous positive effect between leadership and communication on employee performance.

2. Testing Conditions
   By using a 95% confidence degree or 5% error rate ($a=0.05$) and free degree of numerator ($k$) and degree of denominator = $n-k$, the $f$-table value is obtained ($k: n-k$).

3. Testing Criteria
   a. If $f$-count > F-table, then $H_0$ is rejected, meaning the effect is significant.
   b. If $f$-count < F-table, then $H_0$ is accepted, meaning the effect is not significant.
4. Draw the Ho rejection and acceptance regions.

![Ho acceptance and rejection regions](image)

Determination analysis is used as a tool to measure the effect or contribution of the independent variable on the dependent variable. $K_d = R^2 \times 100$

**Description:**

$K_d = \text{Coefficient of determination}$

$R^2 = \text{Correlation coefficient}$

**Criteria:**

a. If $K_d$ detects 0 (zero), then the effect of the independent variable on the dependent variable is weak.

b. If $K_d$ detects 1 (one), then the effect of the independent variable on the dependent variable is strong.

The results of the research analysis are presented in Chapter IV with results and discussion where the data that has been collected is then processed with the help of SPSS (Statistical Package for the Social Science) 24 for windows software and analysed according to the analysis category which will be presented in the form of a narrative and will be applied according to the table data.

**RESULTS AND DISCUSSION**

1. **The Effect of Leadership on Employee Performance at Maya Ubud Resort and Spa**

   The regression coefficient $\beta_1$ of 0.171 means that any increase in Leadership ($X_1$) can improve Employee Performance ($Y$), so it can be stated that Leadership has a positive effect on Employee Performance at Maya Ubud Resort and Spa.

   The probability level (sig.) $t$ variable Leadership = $0.036 < \alpha / 2 (0.05)$. This indicates that $H_1$ is accepted and $H_0$ is rejected. The results of the $T$ test also show the $t$-count of leadership ($X_1$) of 2.184 which is greater than the $t$-table of 2.030 The results of the $t$
statistical test also state that Leadership (X₁) has a partially significant effect on Employee Performance (Y) at Maya Ubud Resort and Spa.

2. Effect of Communication on Employee Performance at Maya Ubud Resort and Spa

   The regression coefficient β₂ of 0.479 means that any increase in Communication (X₂) can increase Employee Performance (Y), so it can be stated that Communication has a positive effect on Employee Performance at Maya Ubud Resort and Spa.

   The probability level (sig.) t variable Communication = 0.001 < α / 2 (0.05). This indicates that H₂ is accepted and H₀ is rejected. The results of the t statistical test also state that the t-count of communication (X₂) is 3.745 which is greater than the t-table which is 2.030 so that Communication (X₂) has a significant effect partially on Employee Performance (Y) at Maya Ubud Resort and Spa.

3. The Effect of Leadership and Communication Partially on Employee Performance at Maya Ubud Resort and Spa

   If Leadership (X₁) and Communication (X₂) together are increased by one unit, Employee Performance will increase by 0.650 (0.171 + 0.479) units. This shows that Leadership (X₁), and Communication (X₂) have a positive effect on Employee Performance (Y) at Maya Ubud Resort and Spa.

   The results of the value of \( F_{\text{hitung}} = 10.090 > F_{\text{tabel}} = 3.26 \) with sig. F = 0.000 (p < 0.05), so that a decision can be made that the Ho hypothesis is rejected and accepts the Hi hypothesis, and has a significant effect.

   This means statistically that the data used proves that Leadership (X₁) and Communication (X₂) together have a positive and significant effect on Employee Performance (Y).

   The amount of effect contributed by the variables of Leadership (X₁) and Communication (X₂) to Employee Performance (Y) at Maya Ubud Resort and Spa can be calculated with the following formula:

   \[
   D = R^2 \times 100%
   \]

   \[
   = 0.366 \times 100%
   \]

   \[
   = 36.6%
   \]

   So the magnitude of the effect of Leadership (X₁) and Communication (X₂) on Employee Performance (Y) at Maya Ubud Resort and Spa is 36.6% while the remaining 63.4% is explained by other variables not examined in this study.
Based on the results of the multiple correlation test, the multiple correlation r value of Leadership (X1) and Communication (X2) on Employee Performance (Y) is 0.605, this shows a strong effect.

CONCLUSION

Based on the results of the analysis and discussion in the previous chapter, the conclusions of this study can be explained as follows:

1. Leadership has a positive and significant effect on employee performance at Maya Ubud Resort and Spa. This means that if there is an increase in leadership, then employee performance will increase.

2. Communication has a positive and significant effect on employee performance at Maya Ubud Resort and Spa. This means that if there is an increase in communication, then employee performance will increase.

3. Leadership and Communication simultaneously have a positive and significant effect on Employee Performance at Maya Ubud Resort and Spa. This means that if there is an increase in Leadership and Communication, then Employee Performance will increase. In addition, the effect of Leadership and Communication on Employee Performance (Y) at Maya Ubud Resort and Spa is 36.6% while the remaining 63.4% is explained by other variables not examined in this study.

Based on the results of the above research, the following can be suggested:

1. Maya Ubud Resort and Spa is expected to pay close attention to the Leadership factor because it affects employee performance.

2. Maya Ubud Resort and Spa is expected to pay close attention to communication because it affects employee performance.

3. Future researchers who will examine the variables that affect employee performance, are expected to further expand the link between leadership and communication variables on employee performance. In addition, future researchers are also expected to pay attention to other variables that affect employee performance.

LIST OF REFERENCES


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