

The Influence of Work Motivation and Communication on Employee Performance at the Golden Tulip Jineng Resort Sunset Road Bali Hotel

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Abstract

Motivation and Communication have an important role in creating employee performance in a company. This research was conducted for analyze the influence of work motivation and communication on performance employees at the Golden Tulip Hotel Jineng Resort Sunset Road Bali, This research aims to determine the influence partially and simultaneous between motivation and communication on employee performance, as well to determine the influence of independent variables simultaneously on dependent variable. The total population in this study was 57 people respondents. This research uses quantitative methods. Based on the results analysis shows that the results of the regression analysis show that Motivation has t-calculated value $3.544 > t\text{-table } 2.005$ and obtained a significant value of $0.001 < 0.05$, this can be concluded to mean that motivation has a positive effect and significant impact on employee performance at Golden Tulip Jineng Resort Bali. From the results of the Communication analysis, the t-count value is $4.562 > t\text{-table } 2.005$ and obtained a significance value of $0.00 < 0.05$, this can be concluded means that communication has a positive and significant effect on Employee Performance at the Golden Tulip Jineng Resort Bali Hotel. By Simultaneity is shown by the F test results where the calculated F value is obtained amounting to $24.869 > F\text{-table } 3.168$ with a significant value of $0.00 < 0.05$. so It can be concluded that Motivation and Communication have an influence positive and significant simultaneously on Employee Performance in Golden Tulip Jineng Resort Bali.

Keywords: Motivation, Communication, Employee Performance

INTRODUCTION

Kuta is a tourist destination located in Badung Regency. This area is a tourist destination for both domestic and foreign tourists, and has become one of the mainstay tourist destinations in Bali. This area has many star hotels, one of which is the Golden Tulip Jineng Resort Bali Hotel.

Hotel Golden Tulip Jineng Resort Bali is one of the hotels located on Sunset Road. In order to support the growth and development of the Golden Tulip Jineng Resort Bali Hotel, it is necessary to improve the quality of service provided to tourists. The quality of service is greatly influenced by the employee's performance, because if the employee's performance is maximum, the quality of service will be better. The following is the number of tourist visits to the Golden Tulip Jineng Resort Bali Hotel.

Table 1. Number of Domestic and Foreign Tourist Visits Staying at the Golden Tulip Jineng Resort Bali Hotel in 2022-2023

No	Bulan	Tahun	Occupancy	Percentase (%) Occupancy
1	Januari	2022	29.61	50.82 %
2	Februari	2022	15.30	29.07 %
3	Maret	2022	27.94	47.94 %
4	April	2022	26.43	46.86 %
5	Mei	2022	49.98	85.14%
6	Juni	2022	84.02	85.14%
7	Juli	2022	52.93	90.82%
8	Agustus	2022	51.55	88.45 %
9	September	2022	48.76	86.45%
10	Oktober	2022	49.88	85.59 %
11	November	2022	46.97	83.28 %
12	Desember	2022	47.90	82.19 %
13	Januari	2023	47.18	80,95%
14	Februari	2023	45.26	85,98%
15	Maret	2023	47.20	80,99%
Total			668.21	

Source: Golden Tulip Jineng Resort Bali, 2022

Based on table 1 data, it can be seen that the number of tourists staying at the Golden Tulip Jineng Resort Bali Hotel has increased every month. Thus, for the smooth running of the company's operational activities, the management of the Golden Tulip Jineng Resort Bali Hotel has created a policy regulating the number of employees and employee schedules every month. To date, the Golden Tulip Jineng Resort Bali Hotel employs 57 employees. In

an effort to improve employee performance at the Golden Tulip Jineng Resort Bali Hotel, it provides financial and non-financial motivation to each employee. The company implements a monthly payroll system where the basic salary is adjusted to the employee's position and length of service.

Table 2. Basic salary for Golden Tulip Jineng Resort Bali Hotel employees

No	Jabatan	Gaji Pokok
1.	General Manager	Rp. 25.000.000.00
2.	Manager Departement	Rp. 8.000.000.00
3.	Karyawan Tetap/Staff	Rp. 3.100.000.00

Source: Human Resources Golden Tulip Jineng Resort 2023

Based on the data from table 2 above, it can be seen that the average employee salary is that the basic salary is adjusted to the employee's position and length of service. Motivation is a process that can generate, direct and influence persistence in action to achieve a goal. If employees have high motivation to do their work, then the employee's performance level will be high. Good motivation is needed to provide encouragement to work well so as to achieve the hotel's goals. Motivation also influences employee performance at the Golden Tulip Jineng Resort Bali Hotel, where motivation is able to provide encouragement to employees to act together according to the hotel's hopes and goals. Without employee motivation, it will be difficult to work together for the benefit of the hotel, so goals will be difficult to achieve.

Hotel Golden Tulip Jineng Resort Bali provides motivation to employees in the form of financial salaries, bonuses or service fees, holiday allowances, position allowances, and permanent employee benefits, but in its implementation there were several problems found after conducting observations, including bonuses for employees not being given by management to employees who have worked overtime. Employees very rarely receive job training/training from department leaders and employees do not receive awards after completing work targets given by the hotel.

Communication is the process of conveying messages or intentions carried out through one party or person to another party or person, whether carried out directly or through tools used by superiors to encourage subordinates to work hard as expected. Good communication is very necessary to create a comfortable and communicative work

environment which will indirectly improve employee performance in implementing hotel operations in order to achieve the hotel's goals.

At the Golden Tulip Jineng Resort Bali Hotel, the implementation of communication has several problems, such as the frequent delivery of orders from superiors to employees indirectly using writing, resulting in a lack of employee understanding and communication between superiors and subordinates in each department. Apart from that, employees sometimes do not make reports that are later needed by other departments and this results in poor coordination of work between hotel departments. Horizontal communication, which in this case is communication between employees in the hotel, is an example of miscommunication between staff which makes collaboration between employees not carried out well. The types of communication carried out at the Golden Tulip Jineng Resort Bali Hotel are:

Table 3. Problems that Occur in Communication at the Golden Tulip Jineng Resort Bali Hotel

No	Komunikasi	Frekuensi temuan	Keterangan
1	Antara pimpinan departemen dengan General Manager melalui <i>Morning Briefing</i>	1 Minggu Sekali	Karyawan kurang mendengarkan <i>briefing</i> dari pimpinan sehingga dapat membuat tamu complain.
2	Antara pemimpin departemen dengan General Manager melalui Agenda Rapat	1 Bulan Sekali	Karyawan kurang memahami program kerja yang diberikan oleh pimpinan.
3	Pemberian instruksi langsung dan tertulis kepada karyawan	Setiap hari	Karyawan kurang mendengarkan instruksi dari pimpinan sehingga membuat suatu kesalahan.

Source: HRD Hotel Golden Tulip Jineng Resort Bali, 2023

Employee performance is very important in human resource management. Human resources are one of the factors that determine the success of a hotel, therefore employee performance must be improved in order to provide maximum results for the hotel. Considering the importance of employee performance, there is a need for human resources that are planned, directed, intensive, effective and efficient. Employee performance is very necessary in every hotel to achieve hotel goals. According to several guest comments, it also shows that employee performance is not good, which is caused by employees not being able to handle guests who complain, as in the following table:

Table 4. Guest Comment pada Hotel Golden Tulip Jineng Resort Bali

No	Nama	Waktu	Komentar
1	Mr. Peter	20 Februari 2023	Kebersihan disana perlu diperbanyak di kamar kami mereka meninggalkan kaca di sekitar dan lantai masih lengket setelah mereka seharusnya membersihkannya kami akhirnya melakukannya. Sarapan tidak terlalu banyak pilihan dan seperti yang saya katakan staf. Disana ada spa sangat bagus, fotografernya sangat baik, kami masing- masing mendapat foto grup gratis.
2	Kun Kun	10 Mei 2023	Kamarnya bagus, tapi layanannya sangat buruk. Resepsionisnya kebanyakan tidak terlalu mendengar, perlu nelpo 2-3x di urgensi yang sama agar housekeeping datang ke kamar. Saya pikir perlu meningkatkan bagian layanan pelanggan, saya membaca ulasan umum tentang hotel ini dan mereka memiliki komentar yang sama.

Source: Agoda, 2023

Based on table 4 above, it shows that employee performance is not good as assessed by guest comments from guests, it appears that guests are not satisfied with employee service at the Golden Tulip Jineng Resort Bali Hotel. This shows the need to improve employee performance so that service is more optimal. The level of attendance that causes employee performance to not be optimal is shown in the following table:

Table 5. Average Employee Attendance at the Golden Tulip Jineng Hotel Bali Resorts

Karakteristik Karyawan	Kriteria	Frekuensi	Persentase (%)
Tingkat Kehadiran Tahun 2022 (Bulan Januari- Desember)	Hadir	320	87,43
	Sakit	29	7,92
	Ijin	16	4,37

Source: HRD Hotel Golden Tulip Jineng Resort Bali, 2022

Based on table 5 above, it states that in terms of attendance rate, it shows that employees of the Golden Tulip Jineng Resort Bali Hotel have an attendance rate of 87.43%. From this attendance rate it can be concluded that the category is sufficient, because the attendance rate is less than 90%. This level of attendance causes reduced hotel productivity

which will result in hotel targets not being achieved and employee performance not being optimal.

LITERATURE REVIEW AND THEORETICAL FOUNDATION

A hotel is a type of accommodation that is managed commercially by using part or all of an existing building to provide lodging, food and beverage services Widanaputra (2019).

Casio (Umar, 2018) defines that "Motivation is a force that results from an individuals desire to satisfy their needs (e.g. hungry, thirsty, social approval). Motivation is a force that results from a person's desire to satisfy their needs (for example hunger, thirst, and community). Siagian (2017) defines that "Motivation is the driving force possessed, both intrinsically and extrinsically, which makes him willing and willing to work as hard as possible by directing all existing abilities for the success of the organization in achieving its goals and various targets.

Manullang (2018) defines that "Motivation is encouragement that stimulates the head of the employee concerned so that the employee works with all his might and effort.

According to Mathis and Jackson (2019: 88) define that "Motivation is the desire within a person that causes that person to take action. Motivation as a driving tool that leads to goals. And it rarely appears in vain. The words need want, desire and drive are the same as motivation which comes from the word motive. By understanding what motivates employees, it will be very helpful in developing employee performance and increasing employee job satisfaction.

According to Ahmad Tohardi (2019:334) "Motivation is the strength or encouragement from within a person to carry out activities in accordance with that impulse." Melayu S.P Hasibuan (2019:219) states that "Motivation is the provision of power, a driving force that creates a person's style of work enthusiasm so that they are willing to cooperate, work effectively and integrate with all their efforts to achieve satisfaction."

Fladari Nawawi (2018:315) states that "Motivation is a condition that encourages or is the cause of someone carrying out an action or activity that occurs consciously".

Berelson, Steiner, Hasibuan (2018) provide an understanding of motivation, namely a motive is an inner state that energies, is active and that directs or channels behavior toward goals. A motive is an impulse from within to do activity or move and in a way or direction towards the final target or goal. From several opinions from experts regarding Motivation, it can be concluded that Motivation is a strength, a driving force, a stimulating force for

employees so that they (employees) want to work with all their abilities. Motivation starts from recognizing needs because each individual is so different from one another. In this case it is not possible to create a universal law that will predict how people think in certain circumstances.

However, efforts to classify needs and describe how they work have been made. The most famous theory is the theory formulated by Abraham Maslow which suggests five main groups of needs that apply to all people in general, starting from basic physiological needs to a hierarchy of self-fulfillment needs as the highest needs.

Maslow's Theory of Needs

Maslow in his theory proposed levels of needs, where each need has a different strength in motivating someone to carry out an activity. In other words, a person's needs are graded, which sequentially differ in their strength in motivating a person. The order from strongest to weakest in motivating someone consists of (Robbins, 2018):

- A. Physical (physiological) needs include hunger, thirst, protection (clothing and housing), biological needs and other physical needs.
- B. Security needs include safety and protection against physical and emotional harm.
- C. Social needs include affection, a sense of belonging, being accepted, and friendship.
- D. Esteem needs include internal respect factors such as self-esteem, autonomy and achievement as well as external respect factors such as status, recognition and attention.
- E. Self-actualization needs, namely the urge to become oneself, including growth, achieving one's potential and self-fulfillment.

McClelland's Needs Theory (Achievement Theory) This theory focuses human needs into three parts, including (Robbins, 2018):

- A. The need for achievement is the drive to compete, excel and excel in relation to a set of standards and strive for success.
- B. The need for power is the need to control or influence other people.
- C. The need for affiliation is the need to establish friendly and intimate interpersonal relationships.

Based on the theory above, it can be concluded that motivation is a condition that encourages or causes someone to carry out an action/activity which consists of:

- A. Achievement motivation is the drive to achieve work results successfully.
- B. Power motivation is the urge to influence people and environmental situations.
- C. Affiliate motivation is the urge to connect with people on a social basis.

According to Ardana (2012: 193), motivation is a force that encourages a person to carry out an action which essentially exists internally which can be positive or negative in directing it, it really depends on the resilience of a person in the organization. Indicators According to Hasibuan (2013: 162), there are 5 indicators that support motivation, namely physiological or physical needs, security, social, appreciation and self-actualization.

According to Sutrisno (2017: 17), communication is a concept that has many meanings. The meaning of communication can be divided into social communication processes. This meaning exists in the context of social science. Where social scientists use this method for research, they usually focus on human activity and communication regarding messages and behavior. According to Sutardji (2016: 10-11), there are several indicators of communication, namely understanding, enjoyment, influence on attitudes, improved relationships and action.

In organizational life, communication always appears as one of the variables that causes work to be hampered or unsuccessful. If we observe in a company, employees will not be able to work alone without help or information from their co-workers or from the leadership of the organization or company. An effective communication process will be able to reduce misperceptions of information so that employees can quickly carry out their activities to achieve organizational goals.

According to Panuju (2019) "Communication is a flow system that connects and generates performance between parts of an organization so as to produce synergy."

Sihite (2019) stated that "Communication is a way of communicating aimed at other people or groups/groups using communication tools or without communication tools, namely communication that is directly face to face or face to face."

Meanwhile, according to Pangewa (2018: 246) "Communication is the process of conveying information from the sender to the recipient with the aim of creating a sense of togetherness regarding the content of the information conveyed."

So it can be concluded that communication is information conveyed by the speaker and received by the listener.

Based on the definition of communication, in order for effective communication to be achieved, supporting communication elements are needed. Gorda (2010: 163) states that "In communication there are elements of communication which consist of the communicator, the communicant, news or information, the response and the goals to be achieved".

Mulyono and Gitosudarmo (2019: 199) state that the elements of communication consist of:

1. Communicator, is a person or party who communicates and gives messages or news as well as orders to other people or parties.
2. Message is something that will be conveyed by the communicator or communicant.
3. Formulation of ideas or concepts, ideas or concepts conveyed to the communicant must be formulated first so that they can be captured by the communicant well.
4. Media or intermediaries, are the means used to convey messages.
5. Message capture is the process of receiving sent messages.
6. Communicant, is the person or party who receives the message or message that comes from the communicator.

Feed back is the return flow of communication, namely in the form of communication back from the communicant to the communicator regarding the response received by the communicant to the ideas or messages he has captured.

Gorda (2018:164) suggests that both internal and external information can be implemented through two channels, namely:

1. Informal channels are communications that are carried out without following the lines of authority that have been regulated in the organizational structure of the company concerned, such as rumours, hearsay, hearsay and gossip.
2. Formal channels are a type of communication that is carried out in accordance with the provisions that have been regulated in various formal policies, including within the organizational structure. Forms of formal communication channels can be divided into two forms, namely:
 - a) Vertical downward communication is the process of conveying information carried out by company leaders to employees.
 - b) Vertical upward communication is the process of conveying information from employees (subordinates) to company leadership.
3. Horizontal Communication in Collaborative relationships, such as in a company, not me. Collaboration occurs between leaders and subordinates in a reciprocal manner, there is also a relationship between one employee and another who has relatively the same duties and authority.

According to Mulyono and Gitosudarmo (2019:209) the types of communication channels consist of:

1. Downward communication is communication that flows from someone at a higher level to individuals at lower levels of the hierarchy in an organization.
2. Upward communication is communication that flows from a person or individual from lower to upper levels in an organization.
3. Horizontal communication is communication that flows from a person or individual to another individual who is at the same level/level of the position hierarchy.
4. Diagonal communication is a communication model that is rarely used in organizations, because this communication model uses other channels, this is used if it is not functioning or does not have an existing communication channel.
5. Circular communication is communication that flows throughout existing communication channels.

Pangewa (2019:255) suggests that the types of communication channels can be differentiated based on five ways, namely:

1. Based on the level of formality of the relationship used, namely:
 - a) Formal communication is the process of conveying messages from the sender to the recipient through official relationship channels that have been determined based on the structure of the organization concerned.
 - b) Informal communication is the process of conveying messages from the sender to the recipient using unofficial channels, namely outside the channels determined in the organizational structure.
2. Based on the scope or reach, according to Muhyadi, quoted by Pangewa (2019:257), communication can be divided into two, namely:
 - a) Internal communication is the process of conveying messages that takes place between members of an organization, which can take place between heads and subordinates, heads and heads or subordinates and subordinates.
 - b) External communication is the process of conveying messages carried out by an organization to outside parties.
3. Based on the method used to convey the content of the message, it can be divided into two, namely:
 - a) Verbal communication is communication that uses words to express their ideas to other people.
 - b) Non-verbal communication is communication that does not use spoken or written words.

4. Based on the audience and situation of the communication contact, it can be divided into:
 - a) Interpersonal or interpersonal communication is communication between individuals which can be formally defined as the process of conveying news by one person and receiving the news by another person or small group of people with immediate consequences and feedback.
 - b) Group communication is communication between a person and a number of people who gather together in the form of a group.
 - c) Small communication is a communication group where in a communication situation there is an opportunity to provide verbal responses, in other words, in small group communication the communicator can carry out interpersonal communication with one of the group members.
 - d) Large groups are communication groups because their numbers are large.
 - e) Mass communication is communication aimed at a number of dispersed, heterogeneous and anonymous audiences through technical media so that the same message can be received simultaneously and momentarily.
5. Based on the media used, it can be divided into:
 - a) Visual communication is communication that uses certain tools to send messages that can be captured by the sense of sight, such as: memos, posters, newspapers, pictures and so on.
 - b) Audial communication is communication that uses certain tools that can be captured by the sense of hearing, such as: radio, telephone and so on.
 - c) Audio-visual communication is communication that uses certain tools whose message is captured by sight and hearing together, such as video, film and so on.

Communication Function

Communication is the process of conveying messages where there are parties who convey the message and those who receive the message. Seeing this, several communication functions can be taken. Sihite (2019: 108) suggests four functions of communication, namely:

As a social radar, communication can act as a tool to search for or collect information or a tool to convey information.

1. Management for decision making, in the role of provoking communication can be used as a tool to influence.
2. Teaching, communication can be used as a tool to convey or receive lessons.
3. Entertaining, communication can be used as a tool to entertain other people or parties.

Siagian (quoted by Pangewa, 2019:252) stated that there are four main reasons why communication must occur in organizations, namely:

1. There is a need to reduce uncertainty.
2. Obtain information.
3. Strengthen beliefs about the path taken by the organization.
4. Use functional authority.

Barriers to Effective Communication

According to Ducan, quoted by Indrawijaya (2019:106), inhibiting factors in communication are:

1. Experience by-pass, a term that shows our tendency to pay less attention to other people's experiences.
2. Use of technical terms, the use of technical terms that cannot be understood by the person receiving the message.
3. Media selection, choosing the wrong media.
4. Environmental distortion, disturbance from surrounding conditions.
5. Abstract nature of words, the use of words that have double meanings.

In relation to organizational behavior, there are two more factors that hinder communication, namely:

1. Status, all the attributes attached to a person because of their position or rank in an organization.
2. Reluctance to change.

According to Sihite (2019:102), some communication barriers are:

1. Semantic barriers, barriers caused by language factors used by communicators.
2. Mechanical resistance, resistance caused by electrical factors, machines or media, etc.
3. Anthropological barriers, obstacles in the communication process that originate from the environment around which the communication process takes place.
4. Psychological barriers, obstacles caused by psychological factors, for example if communication is difficult, emotional, sad, angry or has bad prejudice towards the communicator.

Gorda (2010:168) points out several obstacles in communication, including:

1. The company is increasingly developing towards expanding its organizational structure.
2. Meanwhile, specialization is a source of barriers to effective communication, because employees tend to be individualistic and separate themselves from one another.
3. Unclear information, whether related to the use of inappropriate language or because the information conveyed is incomplete.
4. Timeliness in conveying information, for example providing an explanation of Company policies which are very important to implement during the break time, will disrupt the concentration of communication.
5. There is a high gap between communication and communicants, including gaps in position in the organization, socio-economic status, ability (intellectual and professional) and experience.
6. Communicants lack trust in communicators regarding morals, abilities, authority and/or authority.
7. People involved in communication emphasize their selfish nature.
8. Inconsistent information conveyed by communicators causes confusion among employees in carrying out various activities in accordance with the scope of their duties and responsibilities.

According to Steer's opinion quoted by Pengewa (2019:275), there are five types that reduce the effectiveness of communication in organizations, namely:

1. Distortion, namely communication, occurs if the news in question changes during transit, as long as the information goes from the sender to the recipient.
2. Castration. If only part of the news in question is conveyed to the recipient.
3. Overloading in communication occurs if the recipient is "immersed" in a flood of information to the detriment of rational decision making and management behavior.
4. Punctuality. Giving remote instructions to workers regarding certain work a month before the work has to be done can result in work failure, because of the long time interval between work instructions and work performance.
5. Acceptance. If the four problems above can be overcome, the news still needs to be accommodated by the intended recipient so that it is responded to.

Employee performance is the quantity, quality and time used in carrying out the tasks given to employees by the company. According to Edison (2016: 10), performance is the

result of a process that is referred to and measured over a certain period of time based on previously established provisions or agreements. Performance is the result of work both in quality and quantity achieved by someone in carrying out their duties in accordance with the responsibilities given to them.

According to Mangkunegara (2017: 75), performance indicators are control variables that can be used to measure changes that occur in each performance. When writing, it would be good to have indicators or measurements that aim to make writing easier or clearer. The performance indicators are quality, quantity, implementation of duties and responsibilities

Performance is the performance carried out by employees which is usually used as a basis for evaluating employees or organizations. Good performance is a requirement for achieving organizational goals so efforts need to be made so that employee performance can be improved.

However, in this case improving performance is not an easy thing because many factors influence the level of a person's performance. In this proposal performance is linked to leadership, motivation and discipline in the organization.

Human resource performance is work performance or work results (output) both quality and quantity achieved by human resources per unit period of time in carrying out their work tasks in accordance with the responsibilities given to them (Mangkunegara, 2019). Performance refers to the level of achievement of tasks that make up an employee's job.

Performance reflects how well employees fulfill the requirements of a job (Simamora, 2019). Performance is the real behavior displayed by each person as a work achievement produced by employees in accordance with their role in the company. (Rivai, 2019).

Employee performance is one measure that can be used to determine the success or failure of a job, whether in terms of quantity, quality or timeliness. Performance is a manifestation of the work carried out by the employee or organization concerned. Based on this definition, an understanding can be taken that performance is the ability to do something to achieve a predetermined goal or the results achieved by a person according to the standards applicable to the job in question, or is a record of the gains resulting from the function of a particular job over a certain period of time.

From several opinions from experts regarding performance, it can be concluded that performance is real behavior that is displayed as work performance, which refers to the level of achievement of employee duties and responsibilities in the organization.

Employee Performance Appraisal System

Sedarmayanti (2017) in her book "Human Resource Management" states that performance assessment is a systematic description of the strengths/strengths and weaknesses related to a person's/group's work. An effective assessment system must identify performance that meets standards, measure the criteria that must be measured and then provide feedback to employees from the personnel department (Rivai, 2017).

Performance Measurement Criteria

The performance measurement criteria in an employee assessment are based on and adapted to the type of work to be assessed. There are three variables that must be considered, namely the actor (input), behavior (process), and work results (output) (Mahmudi, 2017).

1. Performer Based Performance

More emphasis on input, namely performance implementing employees. Performance assessment focuses on actors whose attributes, characteristics and personal qualities are seen as the main factors of performance.

2. Behavior Based Performance

Behavior-Based Performance does not solely focus on employee factors, but concentrates on the behavior or processes a person carries out in carrying out their work.

Performance Based on Work Results

Actor- and behavior-based performance only focuses on measuring input and output performance. Therefore, performance management and performance assessment techniques were developed which focused on assessing results. Global performance management provides a middle way by combining these three approaches. Apart from focusing on results, you must also pay attention to the process and input

Factors that influence employee performance

Individual performance is the result of employee work both in terms of quality and quantity based on specified work standards. Mahmudi (2017), states that the factors that influence performance are as follows:

1. Individual personal factors, including: knowledge, skills, ability, self-confidence, motivation and commitment possessed by each individual.
2. Leadership factors, including: quality in providing encouragement, enthusiasm, direction and support provided by managers and team leaders.

3. Team factors, including the quality of support and enthusiasm provided by teammates, trust in fellow team members, cohesiveness and closeness of team members.
4. System factors, including: work systems, work facilities and infrastructure provided by the organization, organizational processes and performance culture within the organization.
5. Contextual (situational) factors, including pressure and changes in the external and internal environment.

According to Simanjuntak (2018) the factors that influence performance are as follows:

- 1) Organizational support, including: organizational structure, technology and equipment and working conditions.
- 2) Management support, including: industrial relations and leadership.
- 3) Individual competence, including: abilities and skills as well as motivation and attitudes.

RESEARCH METHOD

The type of data used in this research is Quantitative Data, namely data in the form of numbers and can be calculated in certain units. The quantitative data used in this research is the number of employees. Qualitative Data, namely data obtained not in the form of numbers but data consisting of information or information as well as descriptions related to the problems discussed, such as data regarding employees and research locations.

The data source used in this research is Primary Data, namely data obtained directly from the research object which is then processed by the researcher. This data collection is usually carried out by interviews, observations and respondents' answers to statements in research questionnaires. Secondary Data, namely data obtained in the form of ready-made data from hotels, individuals and groups. The data obtained by the research is not the result of collection and management itself but is carried out by other people or institutions, namely the number of employees and the number of tourist visits.

The sampling method used in this research was saturated sampling. Saturated sampling is a technique for determining or taking samples if all members of the population are selected and used as samples (Sugiyono, (2014: 68)), so that the sample in this study is 57 people according to the population size. The reason the researcher used a saturated sampling technique was because all individuals in the Golden Tulip Jineng Resort Bali Hotel, according to its organizational structure, had the opportunity so that all individuals in the

Golden Tulip Jineng Resort Bali Hotel each had the opportunity to become respondents. Meanwhile, the data in this research was obtained through observation, documentation and questionnaires.

RESULTS AND DISCUSSION

The instrument test in this research is used to determine whether a question item or statement contained in the questionnaire meets the predetermined validity and reliability requirements. The following are the results of the validity and reliability tests in this research:

Table 6. Validity and Reliability Test Results of Research Variables

Variabel	Indikator Pernyataan	Cronbach's Alpha	Corrected Item - Total Correlation	Keterangan
Motivasi(X1)	Indikator 1	0,947	0,913	Valid
	Indikator 2		0,678	Valid
	Indikator 3		0,897	Valid
	Indikator 4		0,920	Valid
	Indikator 5		0,878	Valid
Komunikasi (X2)	Indikator 1	0,986	0,970	Valid
	Indikator 2		0,960	Valid
	Indikator 3		0,981	Valid
	Indikator 4		0,933	Valid
	Indikator 5		0,944	Valid
Kinerja Karyawan(Y)	Indikator 1	0,926	0,889	Valid
	Indikator 2		0,913	Valid
	Indikator 3		0,455	Valid
	Indikator 4		0,887	Valid
	Indikator 5		0,920	Valid

Source: Processed data, (2023)

Based on Table 6, it can be seen that the Corrected Item - Total Correlation value is above 0.3 and the Cronbach's Alpha value for each research variable is above 0.6. These results indicate that the question items in this research were declared valid and reliable so they were suitable for use as measuring tools in this research.

The classical assumption test in this research consists of normality, multicollinearity and heteroscedasticity tests. The results of the normality test in this study obtained an asymptotic significance value of 0.720, greater than 0.05. This shows that the data is normally distributed so it can be used in this research. Furthermore, in the multicollinearity test, the tolerance and VIF values obtained for the motivation (X1) and communication (X2) variables were 0.888 and 1.126 respectively. Thus, it can be concluded that multicollinearity did not occur in this study. Next, in the heteroscedasticity test, the significance value for the motivation variable (X1) was 0.722 and the communication variable (X2) was 0.169. Each independent variable has a significance probability value greater than 0.05 so it can be concluded that heteroscedasticity did not occur in this study.

The analysis technique used to test the influence of motivation and communication on employee performance at the Golden Tulip Jineng Resort Bali Hotel was carried out using multiple linear regression analysis. Based on multiple linear regression estimates using the SPSS (Statistical Package for Social Science) version 22.0 for Windows program, results were obtained as in the table below:

Table 7. Results of Multiple Linear Regression Analysis Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations
	B	Std. Error	Beta			Partial
1 (Constant)	4,768	1,898		2,512	0,015	
Motivasi	0,401	0,113	0,369	3,544	0,001	0,434
Komunikasi	0,439	0,096	0,475	4,562	0,000	0,527

R = 0,692^a
R² = 0,479
F tabel = 3,168
F hitung = 24,869
T tabel = 2,005
Persamaan Regresi: $Y = a + b_1 X_1 + b_2 X_2$
 $Y = 4,768 + 0,401X_1 + 0,439X_2$

Source: Processed data, (2023)

Based on table 7, information is obtained that partially there is a moderate relationship between motivation (X1) and performance (Y) of 0.434. Meanwhile, communication (X2) has a partial relationship with performance (Y) of 0.527. Other findings

show that there is a strong simultaneous relationship between motivation (X1) and communication (X2) on employee performance (Y) at the Golden Tulip Jineng Resort Bali Hotel, amounting to 0.692.

Based on the results of the analysis above, the calculated t value of the motivation variable is 3.544. This figure shows that the calculated t value > t table is 2.005 with a significance value of $0.001 < 0.05$, which means H0 is rejected and H1 is accepted, so it can be concluded that the motivation variable (X1) has a positive and significant effect on employee performance at the Golden Tulip Jineng Resort Bali Hotel.

The calculated t value of the communication variable is 4.562. This figure shows that the calculated t value > t table is 2.005 with a significance value of $0.000 < 0.05$, which means H0 is rejected and H2 is accepted, so it can be concluded that the communication variable (X2) has a positive and significant effect on employee performance at the Golden Tulip Jineng Resort Bali Hotel.

The calculated F value of 24.869 is greater than the F table of 3.168 (df1 = 2, df2 = 54) so it can be concluded that H3 which states that motivation and communication have a positive and significant effect simultaneously on employee performance at the Golden Tulip Jineng Resort Bali Hotel is accepted.

The R Square value is 0.479. This shows that 47.9% of employee performance at the Golden Tulip Jineng Resort Bali Hotel is influenced by motivation (X1) and communication (X2), while the remaining 52.1% is influenced by other variables outside this research, such as incentives, organizational culture, and work environment, which states that motivation and communication have a positive but not significant effect on employee performance at the Golden Tulip Jineng Resort Bali Hotel.

CONCLUSIONS AND SUGGESTIONS

Based on the results of the analysis and discussion described in the previous chapter, the following conclusions can be drawn:

1. Motivation (X1) has a positive and significant influence on employee performance (Y) at the Golden Tulip Jineng Resort Bali Hotel. This can be seen from the tcount value of 3.544 > ttable (0.05 : 54) = 2.005. So it can be concluded that if motivation (X1) between employees and management increases, employee performance at the Golden Tulip Jineng Resort Bali Hotel will also increase.

2. Communication (X2) has a positive and significant influence on employee performance (Y) at the Golden Tulip Jineng Resort Bali Hotel. This can be seen from the tcount value of $4.562 > t_{table} (0.05 : 54) = 2.005$. So it can be concluded that if employee communication (X2) increases, employee performance at the Golden Tulip Jineng Resort Bali Hotel will also increase.
3. Motivation (X1) and Communication (X2) simultaneously influence performance (Y) at the Golden Tulip Jineng Resort Bali Hotel. This is shown by the Fcount value of $24.869 > F_{table} 3.168 (df1 = 2, df2 = 54)$ so it can be concluded that simultaneously motivation and communication have a positive effect on employee performance (Y) at the Golden Tulip Jineng Resort Bali Hotel.
4. The magnitude of the influence that motivation (X1) and communication (X2) have on employee performance (Y) at the Golden Tulip Jineng Resort Bali Hotel is 47.9%, while the remaining 52.1% is influenced by other variables outside this research.

Based on the analysis carried out in this research, suggestions that can be submitted to the management of the Golden Tulip Jineng Resort Bali Hotel and for further research include:

1. Based on the results of the questionnaire that has been distributed, the motivation variable shows that employees who receive health benefits, social security for workers and so on get the lowest scores. In the future, it is hoped that management can pay attention to the financial motivation obtained by employees to support the employee's own performance.
2. In the communication variable, it is known that the statement item shows that there is a good relationship between leaders and employees and employees and employees after the communication process gets the lowest score. In the future, it is hoped that employees and also the management of the Golden Tulip Jineng Resort Hotel will be able to build better communication between employees and between leaders, if communication can run well then work will be completed more easily and company goals will be achieved.
3. In the employee performance variable, it is known that the employee's ability to carry out tasks accurately and with minimal errors gets the lowest score. It is hoped that employees will improve their competency in order to minimize errors in their work. Increasing competency can be started by attending training to hone the skills and abilities possessed by employees.

In further research, other variables that influence employee performance can be used, such as incentives, organizational culture and work environment by using different research objects and a wider sample.

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