Role of Job Satisfaction in Mediation of Organizational Communication on Hotel Employee Performance

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ABSTRACT

Employee performance is the result of work in quality and quantity that can be achieved by employees in carrying out the tasks that have been given in accordance with their responsibilities. The purpose of this study is to investigate the effect of organizational communication and job satisfaction, on employee performance. The number of samples is 50 employees, using a saturated sample. Data collection was obtained using questionnaires. The data analysis technique used is path analysis. The results of this study found that organizational communication has a positive significant effect on employee performance. Job satisfaction has a positive significant effect on employee performance. Organizational communication has a positive significant effect on employee job satisfaction. Job satisfaction significantly mediates the effect of organizational communication on employee performance.

Keywords: job satisfaction, organizational communication, and employee performance.

I. INTRODUCTION

The increasingly high competition in the world of tourism occurs in various types of business activities, one of which is hotels. The increasingly competitive competition requires hotels to be able to recruit high-quality employees in hope of outstanding individual and team performance. Employee performance was found to decline due to a lack of good communication between employees such as frequent miscommunication, especially when changing work shifts, and employees with superiors (Andreni & Petrik, 2016). The supporting job satisfaction factors such as salaries that are not in accordance with the workload cause employees to be undisciplined such as not using predetermined clothes, not being creative so that work is completed quickly, not being careful at work, and no promotions that make employees often get permission, late and do not have the initiative just waiting for the direction of superiors to do a job (Qustolini, 2017; Mahadevan & Yap, 2019; Wijaya, 2018).

Open communications between management and employees become one way to improve employee performance on the primary work task also on the and extra roles due communication is interpreted as signals that the management care about the values of employee contributions (Eka & Anik, 2020). Job satisfaction positively and altogether intervenes in the impact of communication on employee performance, which implies that employee performance is profoundly subordinate to the level of work satisfaction of the worker and the level of employee communication (Hermawan & Suwandana, 2019). Work satisfaction includes a relationship in intervening the impact of strengthening on worker performance. From the explanation over, it can be concluded that work satisfaction is very persuasive on the performance of workers within the company (Dharma, 2019).

This conceptual framework is described from existing theories and literature review as a requirement to solve research problems. The research framework can be in the form of qualitative descriptions, mathematical models, diagrams, or equations that are directly related to the field of science being studied. Communication could be a variable that cannot be ruled out in a company's endeavors to progress execution. Workers who lean toward appreciating work satisfaction at work will prioritize their work overcompensation indeed in spite of the fact that compensation is imperative. So the more fulfilled workers are, the more workers will appear their best performance (Devita & Musadad, 2017).

Ardiansyah (2016) explain Internals communication that has been built inside the company can make a great work environment so that workers feel comfortable whereas working so that it is less demanding to move forward their performances (Agnes et al., 2016). Organizational communication not as it was gives benefits for individuals who need to get organizational behavior, but to has useful comes about for individuals who need to move forward their performance in a company (Poongpipat & Sid, 2019). Owusu-Boateng & Jeduah (2014). To achieve effective communication, therefore, it is very important that management listens to its employees.
**H1: Organizational Communication Has a Positive and Significant Effect on Employee Performance.**

Badrianto & Ekhsan (2020), Good job satisfaction from the company will improve employee performance (Hayuningtyas, 2015). Worker performance is what impacts how much they contribute to the organization (Suntari & Rasto, 2018). The employee will show the best performance if they are satisfied with the feedback that they get after finishing the work task (Zubair & Chair, 2015). Then again, in caseworkers are not fulfilled at work, at that point they will feel apathetic, so that it will have an effect on diminishing performance (Putrana, 2016; Vrinda & Jacob, 2015; Renyut et al., 2017).

**H2: Job Satisfaction has a Positive and Significant Effect on Employee Performance**

Organizational communication positive-significantly affects job satisfaction (Putra & Dewi Adnyani, 2019; Safari et al., 2019; Melani & Haryono, 2016). The better the employee's organizational communication, the higher job satisfaction will be (Afianto & Utami, 2017). Effective communication from superior to subordinate is essential to satisfaction (Pratama, 2020; Bobby. & Mudiartha, 2016). Improving the effectiveness of communication will result in stronger satisfaction (Suker et al., 2016; Marvani, 2018).

**H3: Organizational Communication Has a Positive and Significant Effect on Job Satisfaction.**

Ardiansyah (2016) shows communication affects organizational commitment with satisfaction as mediation. Pratama (2020) states there was a partial effect of organizational communication and job satisfaction on performance. Satisfaction becomes a mediator for organizational communication toward employee performance.

**H4: Job Satisfaction has a Positive and Significant Effect in Mediating Organizational Communication on Employee Performance.**

### II. METHODOLOGY

This type of research is classified into associative research. This study aims to examine and explain the role of job satisfaction (M) in mediating organizational communication (Y) on employee performance (X).

Employee performance is an action or behavior carried out by employees in carrying out the work given in the workplace (Septiadi et al., 2020). The discussion concludes that employee performance is the employee's perception of the quality and quantity of work results that can be achieved by employees in carrying out the tasks that have been given. Employee performance indicators i.e., Dimensions of work results, work behavior, personal characteristics

Organizational communication is the most important process, because if there is no good organizational communication then messages that are part of the organization will not be channeled properly (Marta & Wijayati, 2018). Organizational communication indicators are Downward communication; Upward communication; Horizontal communication; Cross Channel Communication; Informal, Personal, or Grapevine Communication.

Job satisfaction is behavior that is displayed by everyone as work performance is produced by employees according to their role in the company (Jufrizen & Sitorus, 2021). Job satisfaction indicators are the work itself; Wages; Promotion; Supervision; colleagues.

The sample in this study were all employees of Dewi Sinta Hotel Tanah Lot in this study were 50 respondents. The method of determining the sample used is a saturated sample. The data collection method in this study used interviews, observations, and questionnaires. Data analysis technique using path analysis.

### III. RESULTS AND DISCUSSION

Characteristics of respondents were seen from 3 variables, namely gender, education, and age. Male respondents were 68 percent and female respondents were 32 percent. This shows that there are more male employees than female employees. The highest percentage of age is 24 percent with an age range of 30–35 years, while the lowest percentage is 17–23 years of 6 percent. This means that employees who work at Dewi Sinta Hotel Tanah Lot are mostly 30-35 years old.

The distribution of respondents' answers to employee performance with the highest score of 4.26 "I always work according to the quality standards set by the company" and the lowest (3.58) "I am always present on time according to a predetermined schedule at work. The average value for the employee performance variable of 4.04 is included in the high criteria, meaning that Dewi Sinta Hotel Tanah Lot employees have high performance.

The distribution of respondents' answers to organizational communication with the highest score (4.34) "My supervisor provides information about tasks related to the organization to me" and the lowest (4.18) "If I find problems at work, I communicated them to my superiors". The score of the organizational communication variable is 4.25, meaning that the communication relationship between superiors and subordinates as well as fellow co-workers in the Dewi Sinta Hotel Tanah Lot organization is very good.

The distribution of respondents' answers to job satisfaction with the highest score of 4.46 in the statement "My boss treats me and other employees fairly" and the lowest average value of 4.04 in the statement "The salary I receive is in accordance with the work I do. do it." The average value for the job satisfaction variable is 4.29, which is included in the very satisfied criteria, meaning that the management of Dewi Sinta Hotel Tanah Lot has paid close attention to employee satisfaction.

| TABLE 1. PATH COEFFICIENT | Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
|---------------------------|------|-----------------------------|---------------------------|---|-----|
| (Constant)                | 5.373| 2.349                       | 2.288                     | 0.027 |
| Organizational Communication | 0.959| 0.110                       | 0.783                     | 8.729 | 0.000 |

a. Dependent Variable: Job satisfaction.
b. R square: 0.614.
c. Sig. F: 0.000.
Based on structural model 1 and structural 2, the calculation of the standard error value is as follows:

\[ P_{c_1} = \sqrt{1 - R^2} = \sqrt{1 - 0.614} = 0.621 \]

\[ P_{c_2} = \sqrt{1 - R^2} = \sqrt{1 - 0.594} = 0.637 \]

Total determination:

\[ R^2 = 1 - (e_1^2 + e_2^2) = 1 - (0.621^2 + 0.637^2) = 0.844 \]

84.4 percent of employee performance is affected by communication and satisfaction, while 15.6 percent is affected by other factors.

Indirect effect:

\[ \beta_1 \times \beta_3 = 0.783 \times 0.561 = 0.439 \]

Total effect:

\[ \beta_2 + (\beta_1 \times \beta_3) = 0.249 + 0.439 = 0.688 \]

Sobel test:

\[ Z = \frac{0.783 \cdot 0.561}{\sqrt{(0.561^2 \cdot 0.110^2) + (0.783^2 \cdot 0.227^2) + (0.110^2 \cdot 0.227^2)}} = 2.314 \]

VAF test:

\[ VAF = \frac{(0.783 \times 0.561)/(0.249 + 0.783 \times 0.561) = 0.439/0.688 = 0.638 \Rightarrow 63.8 \text{ percent}}{ } \]

Because the VAF value is 63.8 percent more than 20 percent, it can be explained that there is a mediating effect, or job satisfaction is said to be partial mediation.

A. The Effect of Organizational Communication on Employee Performance

The score effect of organizational communication (X) on employee performance (Y) is 0.294 with sig. t 0.001. This shows organizational communication has a positive and significant effect on employee performance. The better the communication that occurs within the organization, the better the employee’s performance will be. In this study, it can be explained that the communication that occurs at Dewi Sinta Hotel Tanah Lot is very good followed by high employee performance.

B. The Effect of Job Satisfaction on Employee Performance

The score effect of job satisfaction (M) on employee performance (Y) is 0.561 with a sig. t of 0.047. This shows job satisfaction has a positive and significant effect on employee performance. The higher the job satisfaction of employees, the higher the results of employee performance. In this study, it can be explained that the employees of Dewi Sinta Hotel Tanah Lot have very high satisfaction and are followed by high employee performance.

C. The Effect of Organizational Communication on Job Satisfaction

The score effect of organizational communication (X) on job satisfaction (M) is 0.783 with a sig. t 0.000. This figure shows organizational communication has a positive and significant effect on job satisfaction. The more improved communication between management and employees, the more employee become satisfied with the company they work with. In this study, it can be explained that the communication that occurs at Dewi Sinta Hotel Tanah Lot is very good followed by very high employee job satisfaction.

D. The Role of Job Satisfaction in Mediating Organizational Communication on Employee Performance

Sobel test shows that Z = 2.314 > 1.96, the job satisfaction significantly mediates the relationship between organizational communication and employee performance. Employee performance is highly dependent on the level of employee job satisfaction and also the level of communication within the company.

E. Research Implication

This study has been able to explain the theoretical model used, and the role of job satisfaction in mediating the effect of organizational communication on the employee performance of Dewi Sinta Hotel Tanah Lot. This research raises practical implications for Dewi Sinta Hotel Tanah Lot Bali in order to use this research as input or learning reference.

F. Research Limitations

The number of respondents is limited and only discusses the behavior of Dewi Sinta Hotel Tanah Lot employees so the results cannot be generalized.

IV. CONCLUSION

To improve employee performance, management should pay attention to employee job satisfaction by providing salaries in accordance with the work and workload of employees while still referring to the amount of UMR in Tabanan Regency. In addition to satisfaction, it should also improve communication within the organization, both communication between superiors and subordinates, fellow superiors and fellow subordinates. The superior must be able to accept the input given by the subordinate and always try to have a discussion about the obstacles that occur in the work. Thus, existing obstacles and problems will be quickly resolved, and employees will work honestly because of open communication. This can indirectly improve the performance of employees and company performance.
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