

Work Environment, Work Discipline, and Interpersonal Communication to Improve Hotel Employee Performance: The Mediating Role of Sustainable Collaboration Sebagai Mediator

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ARTICLE INFO

Article history

Received : 27-02-2024

Revised : 13-03-2024

Accepted : 31-03-2024

Keywords

Employee Performance;

Sustainable Collaboration;

Work Environment;

Work Discipline;

Interpersonal Communication;

ABSTRACT

This research aims to find out and obtain empirical evidence regarding the influence of Capital Structure, Business Growth, and Tax Planning on company value. This research is included in the type of associative quantitative research. The population in this research is properties & real estate sector companies listed on the Indonesia Stock Exchange for the 2017-2022 observation period. Sampling was carried out using purposive sampling technique. The data obtained was analyzed using multiple linear regression using E-views 12 software. The results of this research show that simultaneously Capital Structure, Business Growth and Tax Planning have an influence on Company Value. Partially, Capital Structure and Tax Planning have no effect on Company Value. Meanwhile, business growth partially has an influence on company value.

1. INTRODUCTION

The performance of human resources is one of the most important aspects of success in the hospitality industry. A person's performance will depend on productivity and behavior at work. So, improving the performance of quality employees requires high professionalism.

Preparing superior and quality human resources at work is an organizational obligation to ensure employees can show good performance, so any company always views human resources as the main asset. It's the responsibility of organizations to cultivate high-caliber and proficient human resources to ensure employees can excel in their roles. Consequently, every company regards its workforce as its primary asset and as prime mover.

With human resources, organizational goals can be achieved through employee performance. Improving employee performance cannot necessarily be done because many things affect it. With an effective human resources strategy, organizational objectives can be realized through the exemplary performance of employees.

Katou et al., (2021) found that a stable and conducive work environment is one of the factors that allows for conducive and positive competitive conditions. Such conditions, according to the results of his research, allow for increased productivity. Hence, the findings of Krskova & Breyer, (2023) discipline is one factor that can help individuals and organizations to reap the benefits of enhanced innovation in an increasingly competitive global market.

However, enhancing employee performance presents a multifaceted challenge, as it is influenced by various factors. How to encourage and to build up chemistry among employees, interpersonal communication is mandatory (Warren et al., 2017). Interpersonal communication skill enables frontline staff creating personal good interaction with customers (Aboramadan et al., 2022) as quick adaptation is made (Leischnig & Kasper-Brauer, 2015).

Previous research as presented above stating that the work environment and work discipline are major factors in improving employee performance, is still inadequate.

Therefore, this study aims to analyse the contributing factors such as work environment, work discipline, communication, and the form of cooperation between employees in the organization. This

study found that the combination of hard and soft skills profoundly contribute to employee's performance.

2. LITERATUR REVIEW

Employee Performance

Performance is the achievement of certain results during certain tasks (Darodjat, 2018). Performance refers to employee achievement measured based on organizational norms or measures. According to (Rismawati & Mattalata, 2018), the meaning of performance is achieved by someone who works or performs according to the standards set for the position.

(Sinambela & Sinambela, 2019) Suggests that performance is the capacity of workers to have specific expertise. According to (Sulaksono, 2015), the performance of Human Resources is work performance, or achieving qualitative and quantitative work results by Human Resources per unit of time while performing duties according to assigned responsibilities. Factors that affect performance are individual, psychological, and organizational variables (Gibson, 2006).

Work Environment

The work environment is the whole device and material confronted, the general climate where an individual works, his work strategies, and work plans both as people and collectively (Sedarmayanti, 2011). The workplace plays an important role in improving employee performance; a comfortable and inclusive workplace will improve employee performance so that the organization's appearance improves (Massoudi & Hamdi, 2017; Waktola, 2019). As contained in previous research (Kristen et al., 2017) which states that the work environment affects employee performance.

Work Discipline

Work discipline can be characterized as a disposition of regard, regard, compliance and acquiescence to relevant guidelines, both composed and unwritten, and ready to complete them and not decline to acknowledge sanctions in the event that he disregards the obligations and specialists given to him (Sastrohadiwiryo, 2003). Superior and professional human resources can likewise be seen from the degree of discipline an employee has at work. Work discipline is another component recognized as having a significant role in influencing employee performance (Hibou, 2009; La Lopa, 2010). Work discipline is a proportion of demeanor utilized by superiors to change representative practices and conduct to build representatives' eagerness to observe organization guidelines (Hidayati et al., 2019b).

Interpersonal Communication

Interpersonal communication is conducted both verbally and non-verbally (Mulyana, 2000). Another opinion expresses interpersonal communication as an individual's capacity to evaluate, create, and keep up with close, warm, and productive communication with others (Johnson et al., 2017).

(DeVito, 2013) states that interpersonal communication is the conveyance of a message by one individual and the recipient of the message by someone else or a little gathering, with its different repercussions and the chance to give prompt input.

Continuous Collaboration

Collaboration is a deliberate relationship where all partners pursue a typical result or objective (Gulbahar & Madran, 2009). Collaboration is an effort to unite various parties to achieve the same goal (Schrage, 1995). Collaboration can help get optimal results for every individual choice and commitment to the best benefits, yet is limited by different choices that must likewise accomplish the best benefits, namely interdependence (Lozano et al., 2021). In essence, collaboration aims to accomplish shared objectives by aiding one another. This is as stated by (Syani, 1994). Iyer (2014) stated that technology and human resources support each other and between team members in an organization.

The relationship between work environment and performance

The work environment is the whole device and material confronted, the general climate where an individual works, his work strategies, and work plans both as people and collectively (Sedarmayanti,

2009). Performance is a general term utilized for part of the activities as a whole or exercises of an association in a period concerning various principles like extended past expenses based on productivity and executive responsibility. When employees can take action using the necessary equipment and materials optimally, supported by a comfortable, safe, and pleasant environment, it will produce good and productive performance so that efficiency can be carried out and organizational goals can be achieved faster (Lestary & Harmon, 2018). Therefore, the researcher put forward a hypothesis:

H1: There is a significant influence between the work environment and the performance of employees.

The Relationship of Work Discipline with Employee Performance

Discipline is required for additional hierarchical objectives and to keep up with proficiency by forestalling and adjusting individual activities in dishonesty towards the gathering; discipline looks to safeguard appropriate conduct by deciding the ideal reaction (Sutrisno, 2013). If the members of an association adhere to a significant number of the association's rules, discipline can be enforced.

According to (Tyas & Suharyono, 2018), The combination of work environment and work discipline has a major positive effect on employee performance.

Other earlier research looking at the relationship between work environment and discipline and employee performance revealed that these factors significantly impacted performance (Hidayati et al., 2019a). Researchers can thus put up the following theories in light of the findings of some of the previously stated studies:

H2: There is a significant influence between work disciplines on employee performance

Open communication and empathy cannot happen in an unsupportive climate. We show support by being (1) spellbinding instead of evaluative; (2) unconstrained, not key; (3) temporary, not extremely certain. Support is now and then spoken verbally and sometimes implicit (non-verbal). Implicit help is a positive part of correspondence. Signals, for example, head gestures, winks, grins, or applauding, are implicit positive help; open and sympathetic correspondence can't happen in an unsupportive climate.

Previous research proposed by ((Gibb, 1982)) mentioned six behaviors that cause supportive behavior, including (1) Descriptive means conveying a perception of someone without judging someone. (2) Problem orientation means not dictating solutions but bringing others together to set goals and decide how to achieve them. (3) Spontaneity means honesty and is considered not to cover pent-up motives. (4) Empathy means being able to put ourselves in the shoes of others participating emotionally and intellectually in the experiences of others. (5) Equality is the attitude of treating others horizontally and democratically. (6) Provisionalism is a person's willingness to review his opinion to admit that human opinion is the place of error; therefore, it is natural that, at some point, opinions and beliefs may change (Climates, n.d.).

Given the aftereffects of a few examinations and the assessments of specialists referenced previously, thus researchers can propose hypotheses:

H3: There is a significant influence between interpersonal communication and employee performance.

Continuous Collaboration Relationship with Employee Performance

To measure whether each employee has a cooperative attitude that can continuously provide ideas to team members within the company. The power of collaborating and coordinating is the key to the success of the work team (Aboramadan et al., 2022; Hoffman et al., 2005).

Therefore, indicators are needed that can be used as a reference, namely respect, respect and integrity, helpfulness, examples from leadership, family relationships, and togetherness (Ansell & Gash, 2008; Arrozaaq, 2016; Fitrijanti et al., n.d.). With the collaboration process already running well, sectoral egos appear on each party can be controlled for greater interests (Dorisman et al., n.d.)

H4: There is a significant effect between continuous collaboration on employee performance.

H5: There is a significant influence between the work environment and the

Continuous collaboration

H6: There is a significant influence between interpersonal communication and Continuous collaboration.

Performance is an element of inspiration and capacity to follow through with jobs and work; an individual priority is a specific level of eagerness and level of capacity (Sinambela & Sinambela, 2019). In this case, the impact of motivation on performance cannot be disregarded and supported by the ability factors possessed by employees. The research identified that key elements of work that concern motivation, such as the nature of the job, supervision, salary, promotion opportunities, and relationships with co-workers, determine employee performance.

Based on the above research, the researcher can propose a hypothesis:

H7: There is a significant influence between the work environment and employees' performance through continuous collaboration.

H8: There is a significant influence between work disciplines on employees' performance through continuous collaboration.

H9: There is a significant influence between interpersonal communication on employee performance through continuous collaboration.

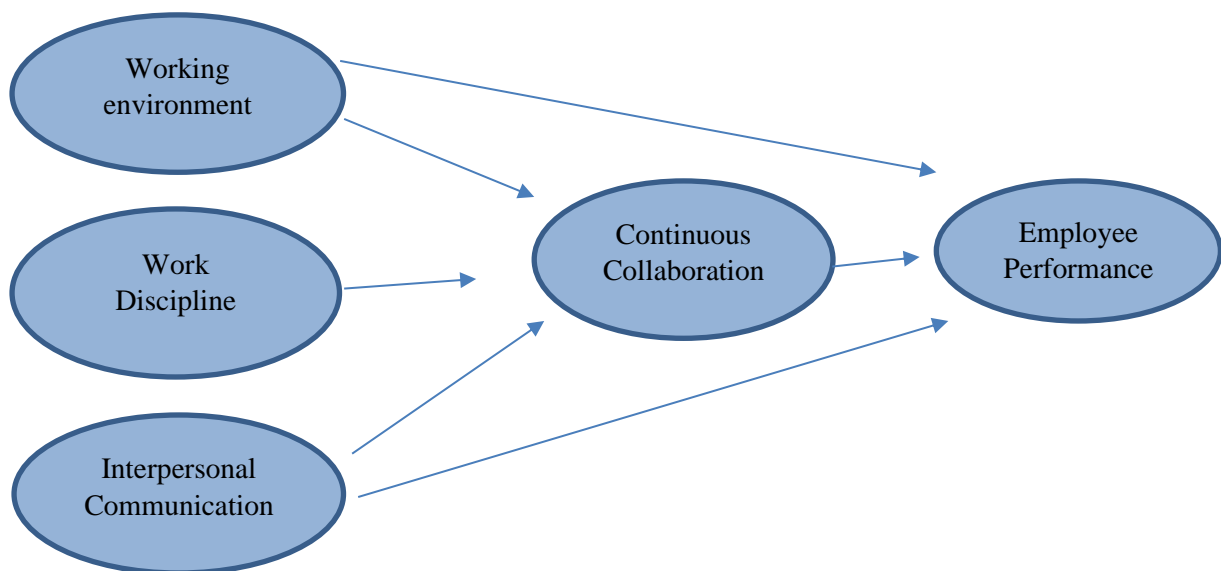


Figure 2. Conceptual Framework

3. METHOD

Sampling Technique and Data Collection

The research was conducted in two 4-star hotels in DKI Jakarta, Central Jakarta, and West Jakarta. Total permanent employees as many as 284 employees.

However, of the eligible respondents, only 107, 37% of the total population, were obtained using the purposive method (Sarstedt et al., 2017). Data collection by questionnaire that component in the proposed model are Likert scales, from 1- Strongly disagree to 7- Strongly agree.

Analysis method using PLS-SEM as it is useful to predict model and no goodness of fit matter as far as no multicollinearity happened. Additionally, this PLS-SEM is able to formatively measure constructs of structural complex model with limited sample (Hair Joe, Sarstedt Marko, Hopkins Lucas, 2014).

Data Analysis

Outer model testing examines the connection between noticed measures and whether they reflect inactive factors utilizing the Confirmatory Factor Analysis method (Brown, 2015).

Construct validity refers to the AVE value of 0.5 , convergent validity alludes to an outer loading value of $0.6 \geq$, and Reliability alludes to the Composite Reliability (CR) value of $0.7 \geq$ and Cronbach Alpha Value of $0.7 \geq$ (Hair et al., 2017). The analysis method applied PLS-SEM, using Smart-PLS 3.0.

Results And Discussion

Table 1 Respondent profile

Gender	Total	Percentage (%)
Man	60	56
Woman	57	54
Total	107	100
Age	Total	Percentage (%)
<30 Year	72	67
31 – 40 Year	23	18
41 – 45 Year	18	14
>46 Year	4	3
Total	107	100
Source: Questionnaire	Total	Percentage (%)
Education		
High school	41	38,32
Diploma 3	37	34,58
Bachelor	29	27,10
Period of Service	Total	Percentage (%)
1 – 5 year	70	65,42
6 – 10 year	15	14,02
11 – 15 year	12	11,21
> 15 year	10	9,35
Total	107	100

Source: Questionnaire

Evaluation of measurement model (Outer model)

Table 2 shows the results of outer model measurements intended to determine the validity and Reliability of research instruments. A measurement that tests whether the statements on measured indicators have reflected latent variables using CFA, with the result of outer loading all above 0.700 , so that each statement item has reflected latent variables, namely work discipline, work environment, interpersonal communication, continuous collaboration, and employee performance.

Table 2. Confirmatory Factor Analysis

<i>Factors / Item</i>	<i>Factor Loading</i>	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
Work Discipline		0,773	0,868	0,688
WD1	0,846			
WD2	0,849			
WD7	0,791			
Interpersonal Communication		0,823	0,876	0,586
IC1	0,807			
IC2	0,735			
IC3	0,765			
IC6	0,735			
IC7	0,785			
Continuous Collaboration		0,860	0,895	0,588
CC1	0,715			
CC2	0,777			
CC3	0,744			
CC4	0,770			
CC5	0,756			
CC6	0,833			
Employee Performance		0,900	0,921	0,626
EP1	0,713			
EP3	0,783			
EP4	0,847			
EP5	0,816			
EP6	0,834			
EP7	0,798			
EP8	0,738			
Work Environment		0,870	0,911	0,720
WE4	0,800			
WE5	0,831			
WE6	0,872			
WE7	0,889			

Composite Reliability values that show internal consistency have values between 0.868 and 0.921, all > 0.7, indicating that the construct has very satisfactory Reliability. The Alpha-Cronbach value showed the same results, and all > 0.7 showed the reliability of the research instrument. The construct validity of the AVE value is all above 0.5, meaning that the construct formed is of satisfactory validity.

Tabel 3 Discriminant validity (Fornell Larcker-Criterion analysis)

	Work Discipline	Employee Performance	Continuous Collaboration	Interpersonal Communication	Work Environment
Work Discipline	0,829				

Employee Performance	0,555	0,791			
Continuous Collaboration	0,592	0,684	0,767		
Interpersonal Communication	0,471	0,799	0,664	0,766	
Work Environment	0,468	0,564	0,555	0,521	0,849

The validity of the PLS-SEM discriminant is measured using the Fornell-Larcker Criterion Analysis test, which measures the difference between one construct and another that is not significantly different from Fornell-Larcker Criterion Analysis Test Results.

Table 3 shows the highest values with the Work Discipline variable 0.829, employee Performance variable 0.791, Continuous Collaboration variable 0.767, Interpersonal Communication variable 0.766, and Work Environment variable 0.849. Table 3 shows that each representational indicator in the tested latent construct has the highest loading factor value compared to another latent construct. Therefore, it can be said that the validity of the discriminant has been validated.

Tabel 4. Nilai VIF- Hasil Multicolinearitas – Inner VIF value

	Work Discipline	Employee Performance	Continuous Collaboration	Interpersonal Communication	Work Environment
Work Discipline					
Employee Performance					
Continuous Collaboration		2,004			
Interpersonal Communication		1,904	1,510		
Work Environment		1,538	1,504		

Multicollinearity between constructs is tested based on the value of VIF. The results in Table 4 show the highest value is 2.004 and the lowest is 1.538, with this value indicating no multicollinearity disorder because it shows an *InnerVIF value of* < 5 .

Structural Inner Model

The Coefficient of Determination endogenous variables R^2 in this study, Continuous Collaboration and Employee Performance explain being in a moderate position $R^2 = 0.56$.

The value endogenous variable among other variables with strong categories ($f^2 = 0.269$). Variabel Interpersonal Communication has the greatest effect on Employee Performance Variables with strong categories ($f^2 = 0.574$). The Continuous Collaboration variable has a small effect on the employee performance variable, being in the weak category ($f^2 = 0.081$). The Work discipline variable had little effect on the Continuous Collaboration variable, with a weak category ($f^2 = 0.151$). Work Environment variables have the least effect on Continuous Collaboration with weak categories ($f^2 = 0.058$). Work Environment Variables have the least effect on the variable performance of employees with weak categories ($f^2 = 0.040$). The value of Variance, Inflation Factor / VIF, shows the highest value in the Continuous Collaboration variable (VIF = 2.004) **and the lowest value in the work environment variable (VIF = 1.538) in the presence of this value indicates no disruption of multicollinearity because it shows an InnerVIF value of** < 5 . SRMR value = 0.099 **indicates a result of** > 0.08 , **so it can be said that the model is not fit.** The relevance of endogenous variable prediction using Q^2 . The predicted relevance of both variables is entirely > 0 . The relevance of the Employee Performance prediction ($Q^2 = 0.408$) is in the **large category, and the relevance of the Sustainable Collaboration prediction ($Q^2 = 0.302$) is in the medium category.** Therefore, the resulting model is relevant for predicting continuous collaboration and employee performance, both of which adequately validate the predictive relevance of the fit model because it shows a value higher than 0.

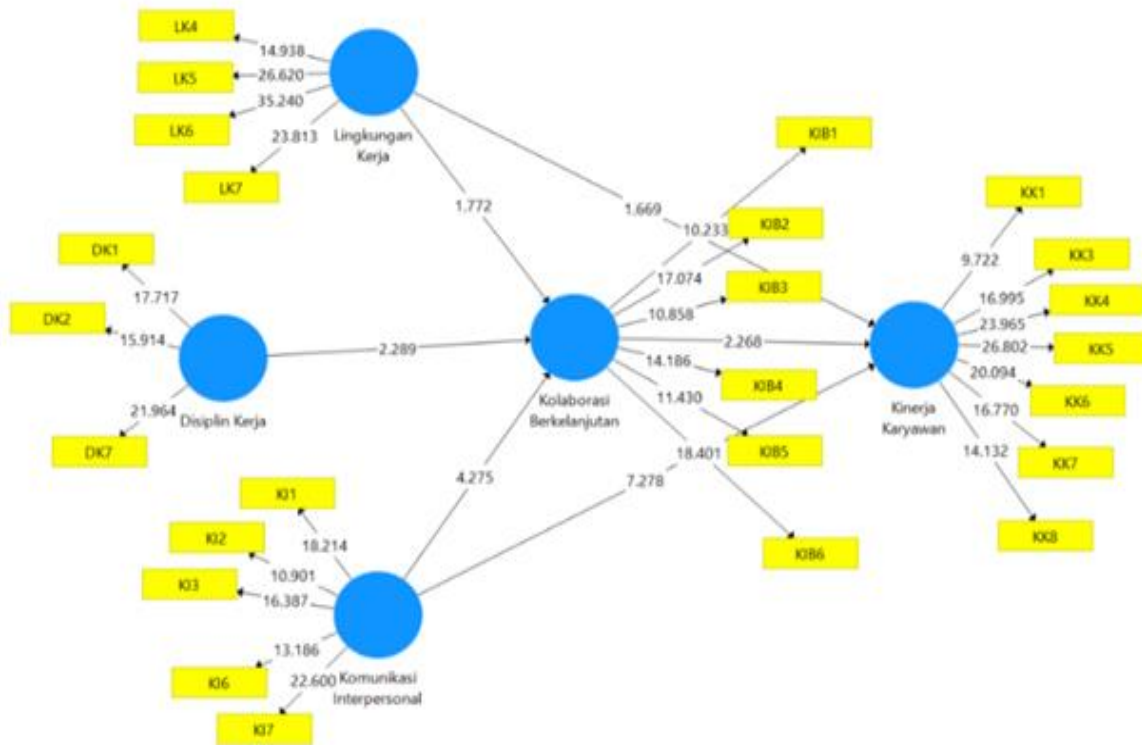


Table 5 Path coefficient

	Original Sample (O)	Sample Average (M)	Standart Deviation (STDEV)	T Statistik	P Values	Conclusion
WD -> CC	0,303	0,307	0,133	2,289	0,022	Significant
WD -> EP	0,291	0,298	0,071	4,101	0,000	Significant
CC -> EP	0,223	0,234	0,098	2,268	0,024	Significant
IC -> EP	0,579	0,571	0,080	7,278	0,000	Significant
IC -> CC	0,420	0,433	0,098	4,275	0,000	Significant
WE -> EP	0,138	0,136	0,083	1,669	0,096	Not significant
WE -> CC	0,194	0,179	0,110	1,772	0,077	Not significant

Source: Processed Questionnaire Questionnaire

According to Table 5's α , work discipline has a positive and substantial impact on continuous collaboration (t-statistic value 2.289 (>1.96) and p-value (0.022) where qualified (<0.05), indicating that H1 may be accepted based on the analysis using real level = 5%.. Given that Employee Performance is positively and significantly impacted by Continuous Collaboration, with a t-statistic value of 2.268 (>1.96) and a p-value of 0.024, H2 is accepted. Interpersonal communication has a positive and significant effect on Employee Performance with a t-statistic value of 7.278 (>1.96) and p-value (0.000); therefore, H3 is accepted. Interpersonal communication has a positive and significant effect on Continuous Collaboration with t-statistic values of 4.275 (>1.96) and p-value (0.000); therefore, H4 is accepted. Work Environment Does not significantly affect Employee Performance t-statistic value 1.669 (>1.96) and p-value(0.096); therefore, H5 is not accepted/rejected. Work Environment Does not significantly affect Continuous Collaboration t-statistic value 1.772 (>1.96) and p-value (0.077); therefore, H6 is not accepted/rejected.

Table 6. Results of Indirect Influence Analysis

	Indirect effect	Conclusion
WD -> CC -> EP	0,068	Significant
IC -> CC -> EP	0,094	Not significant
WE -> CC-> EP	0,043	Significant

Source: results of questionnaire questionnaire processing

Based on the analysis results in Table 5.10, the p-value (0.068) while the qualified value (< 0.05) that work discipline shows a significant influence indirectly on employee performance through continuous collaboration. Interpersonal communication shows no influence on employee performance through continuous collaboration, with a p-value (0.094) and a qualified value (< 0.05). The work environment indirectly influences employee performance through continuous collaboration with a p-value (0.043) while a qualified value (< 0.05)

4. RESULT AND DISCUSSION

This study expects to determine the relationship between work environment, work discipline, interpersonal communication, and continuous collaboration with employee performance. This study is additionally to determine the relationship between continuous collaboration and employee performance and to find out whether sustainable collaboration intervention is possible in the relationship between the work environment, work discipline, and interpersonal communication with employee performance.

The Relationship of Work Discipline with Continuous Collaboration

From the analysis results, it emerged that work discipline has a positive and significant effect relationship with continuous collaboration, so H1 is accepted. This finding shows that when each employee has good work discipline, it will boost continuous collaboration when completing work, thereby indirectly improving employee performance at PT. Waringin Group. The results of this study are in accordance with previous research (Saputra et al., 2018).

Continuous Collaboration Relationship with Employee Performance

According to the data, employee performance is positively and significantly impacted by ongoing collaboration, which is why H2 is approved. This anticipates that there would be a continuous impact from collective efforts on the execution of delegated tasks, which is completed and experienced by PT. Waringin Group, especially in the Hotel 88 and Luminor hotels. The study's findings are consistent with the study (Dorisman et al., n.d.) This states that with the collaboration process already running well, sectoral egos appear on each party can be controlled for greater interests. Thus, continuous collaboration will affect employee performance and ensure that it runs well and smoothly and that organizational goals are achieved.

The Relationship of Interpersonal Communication with Employee Performance

H3 is approved since the analysis's findings demonstrate that interpersonal communication significantly and favorably affects worker performance. These results mean that employees' interpersonal communication skills can create a supportive atmosphere between employees at PT. Waringin Group, it can be said that employee interpersonal communication is very good, so it affects employee performance improvement. This supports research (Kristiyaningsih et al., 2017), which states that interpersonal communication significantly influences the performance behavior of expert librarian employees. Based on previous research, self-actualization is significantly influenced by interpersonal communication (Kristen et al., 2017; Macklin & Rossiter, 1976).

Interpersonal Communication Relationships with Continuous Collaboration

According to the findings of the analysis, interpersonal communication significantly and favorably influences ongoing cooperation, which is why H4 is accepted. This shows that the interpersonal communication skills of employees at PT are better. Waringin Group's encouragement to

collaborate/cooperate in working between departments in a sustainable manner is increasing. The results of this study are in accordance with research (Fu et al., 2020), which states that the collaboration process significantly influences performance through good communication, generating ideas, and more work efficiency.

The Relationship of Work Environment with Employee Performance

The analysis revealed that the work environment did not significantly impact employee performance, so H5 was not accepted/rejected. This means that the working environment at PT. Waringin Group does not affect employee performance because it can be said that all employees can work well regardless of the surrounding work environment. In addition, employees do not experience discomfort at work in terms of the physical and social environment of the hotel PT. Waringin is well-created. This research is contrary to research conducted by (Saputra et al., 2018), which declares the work environment significantly affects employee performance at the Banjarmasin State Polytechnic. (POLYBAN).

The Relationship of Work Environment with Sustainable Collaboration

In view of the results of the analysis, the work environment did not significantly affect sustainable collaboration, so H6 was not accepted/rejected. This shows the workspace at PT. Waringin Group, because the hotel working environment is so good that employees don't give much thought to the work environment, has no influence on how sustainable collaboration is carried out.

The relationship between work discipline and employee performance mediated by continuous collaboration.

The findings demonstrated that, via ongoing cooperation, work discipline has a major indirect impact on employee performance. Continuous collaboration does not appear to have any impact on employee performance in terms of interpersonal communication. The results of this study are in accordance with research (Fu et al., 2020), which states that the collaboration process significantly influences performance through good communication, generating ideas, and more work efficiency. Additionally, the work environment indirectly influences employee performance through continuous collaboration.

Limitations

This study has represented the population in two certain areas. For further research, it is suggested to be conducted in Jakarta Metropolitan for a better perspective. However, this research contributes to knowledge in the hospitality industry.

5. CONCLUSION

These findings imply that interpersonal communication is important to improve and develop because it can influence sustainable collaboration and employee performance in the hospitality industry. Based on these findings, to improve employee performance, employee interpersonal communication skills need to be developed through employee self-development training, which the hospitality industry must handle, and the implementation of intensive continuous collaboration to increase competitive advantage competitively and increase work efficiency in the hospitality industry in general, as well as carry out activities that foster creative and innovative teamwork and Organizing joint activities to strengthen relationships between employees, to create collaboration that always inspires between departments continuously so that employee performance continues to improve, become more solid and the company's goals are achieved.

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