

## **The Effect of Communication, Motivation and Job Satisfaction on Employee Performance: Empirical Study of Hotel Harper Prints By Aston, Makassar**

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### **ABSTRACT**

The functioning of the parts in the organization depends on the human ability in the organization, especially in communication, motivation, and job satisfaction for the direction of achieving employee performance goals. This study aims to test and prove empirically whether communication, motivation and job satisfaction have a positive and significant impact on employee performance. This research is quantitative, popular, ion and sam in research areas e all employees of Hotel Harper Perintis By Aston, Makassar with the current population reachesreachingple. The sampling technique in this case uses a saturated sampling technique. This study was analyzed with SPSS 24 software. The results showed that (1) Communication had a positive and significant influence on the performance of Harper Perintis employees by Aston - Makassar; (2) Motivation positively and significantly influence to employee performance of Harper Perintis by Aston - Makassar and (3) Job satisfaction positively and significantly influence to the performance of Harper Perintis employee by Aston - Makassar.

**KEY WORDS:** Communication, Motivation, Job Satisfaction, and Employee Performance.

### **INTRODUCTION**

In a company where employees are one of the important company assets in supporting the survival of a company. Companies are also faced with great challenges to win the competition, so accurate tactics and strategies are needed. In the selection of tactics and strategies, the company not only needs analysis of changes in the external environment such as demographic, socio-cultural, political, technological, competitive, ut also needs to analyze the internal factors of the company itself. The internal factors in question are the strengths and weaknesses of the company in the supportedacachievinghe the goals set. The strength of an organization lies in its human resources, not in its system, its technology, its procedures, or the source of its funds. The functioning of parts in the organization depends on the capabilities of the human being in the organization, especially in communication, motivation, and job satisfaction for the direction of achieving employee performance goals.

Good communication is not just talking or correspondence. According to Djamarah (2012: 13) communication is the process of conveying an idea from someone to others. It is stated that although the company has used the latest communication tools and has a good-talking leader who can convey quickly all instructions, instructions, suggestions, and so on, this does not guarantee that communication has been carried out properly. This gives the understanding that in corporate organizations that have used modern

communication tools and articulate leaders, there can be *mismiscommunication* and *misunderstanding*.

The research of Murgolo, Poore, and Pitt (2001) shows that communicators (in this case superiors) must optimize communication with employees that are adapted also to the latest technological developments and organizational developments. A study conducted by Triyana (2012), it shd that compensation, training,d communication had a significant effect on employee performance. In addition to communication, leaders also need to improve the motivational aspect.

The main motivation on which a person enters an organization is in the framework of the efforts of the person concerned to satisfy his various needs. Therefore, the key to the success of a manager/leader in moving his subordinates lies in his ability to motivate so that it becomes an effective driving force to increase job satisfaction in a company. Motivation is the force generated from a person's desire to satisfy and satisfy his needs. According to Pamela & Oloko (2015), Motivation sth the key to a successful organization maimaintainingethe continuity of work in the organization in a strong wastronglyurvive. While according to Chukwuma & Obiefuna (2014) Motivation is the process of generating behavior, maintaining behavioral progress, and channeling specific action behaviors. M Rachmadi (2010) (Rijal, Badollahi, and Haryanto 2021) showed that communication, motivation, and participation ha, ve a significant effect on performance.

Based on some of these definitions of motivation, it can be said that motivation is energy to generate encouragement from influential employees, arouse, direct, and maintain one's behavior related to the work environment. So motivation is encouragement from within the employee to meet needs that are oriented towards individual goals in achieving satisfaction, then implemented to others to provide good service to customers. This is closely related to a person's motivation in doing their job. A person's tendency to do good or bad work is the purpose of his motivation in meeting the needs of life. So, for the smooth achievement of the company's goals, inecessariesarare have a mofale of the elements present in the organization. Morale or work motivation that arises in a person will encourage humans as an element of the organization ion affect tha that the effectiveness and efficiency of their work.

It is stated that the strength and weaknesses of an employee's work motivation also determine the size

of his achievements. For an employee work motivation is a driving force for doing something in achieving goals, so the higher the work motivation, the higher the performance, and vice versa. But now it is beginning to be realized that in addition to communication, job satisfaction is one of the important factors that play a very important role in improving the overall performance of employees.

Job satisfaction is a positive feeling about a person's work that is the result of an evaluation of his characteristics. The measurements related to job satisfaction are more likely to be based on a person's feelings in carrying out work. Fred Lutheran (2005) defines job satisfaction as an emotional state happy emotional stateotion towards one's job assessment, job satisfaction is also the result of a person's perception of how well the work that has been done gives something that is considered very important. Research conducted by Jose (2007) found that job satisfaction has a strong influence on employee performance.

Employee performance is the appearance of employee work results both in quantity and quality and is a measure or measure of whether an employee has carried out the duties and responsibilities that have been given by the company as well as possible. High employee performance will support the productivity of the organization. Performance can be in the form of individual or group work performances. (Rijal, Sukarana, and Zainuddin 2019) High performance is when employees carry out work with enthusiasm and enthusiasm so that they can achieve the targets that have been set before.

According to the view of henry simamira (manguenegara, 2010) performance (*performance*) is influenced by three factors: Individual factors consisting of ability and expertise, background, and demographics. The psychological fact consistsopinionn *attitudes personality*, learning, and motivation. Organizational factors, consisting of sourdatadaya, leaders andpIPThese. FthesTheseors cannot stand alone but are a unity that is interrelated with each other, so it can be said that employee performance is not only influenced by one factor. It could be that a person has a strong motivation for his work but if he does not have a harmonious relationship with fellow officemates or with the leadership, it will result in the formation of an unpleasant work atmosphere for himself which can result in the low performance of the employee.

The above phenomenon can occur in all types and locations of work, including the Harper Perintis by

Aston Hotel which has only been operating in Makassar since September 2016 because this hotel is located on Jalan Perintis Kemerdekaan KM 15 No.14 A Makassar–South Sulawesi which is a newly developed area in the eastern area of Makassar City, especially in the hospitality sector. In this regard, the author is motivated to examine more deeply with the title "The Influence of Communication, Motivation and Job Satisfaction on Employee Performance"

**METHODS**

This research is quantitative research, according to Sugiyono (2015) "Quantitative research methods can be interpreted as research methods based on the Information :

	Y	=	Employee Performance
Y	=	Employee Performance Variables	Constant
A	=	Constant	Communication Variable Regression
$\beta_1$	=	Communication Variable	Regression Coefficient
$\beta_2$	=	Motivation Variable	Regression Coefficient of Job Satisfaction
$\beta_3$	=	Regression Coefficient of Job Satisfaction	Communication Variables
X1	=	Communication Variables	Motivational Variables
X2	=	Motivational Variables	Job Satisfaction Variables
X3	=	Job Satisfaction Variables	Other Variables Beyond Research/interference errors

Information:

**RESEARCH RESULTS**

**Description of Respondent Characteristics**

The number of respondents in this study was 68 people, all of whom were employees of the Harper Perintis Hotel by Aston, then the researchers conducted a detailed analysis of the characteristics of respondents. Based on table 4.1 below, it can be seen that respondents aged 20-25 years are 21 people, 25 people aged 26-30 years, 17 people aged 31-35 years, 2 people aged 36-40 years, 2 people aged 41-45 years and only 1 person aged 50-55 years.

philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, quantitative/statistical data analysis, with test determined hypotheses". The population and sample in the study are the Harper Perintare Hotel by Aston Makassar with a total population currently reaching 68 people.

The data analysis technique used in this study uses descriptive analysis techniques and quantitative analysis as well as multiple linear regression analysis with the following formula:

$$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

45 people are male and 23 people are female. In terms of religion, there are 52 p52 people are Christians, 2 people are Hindus and only 2 people are Buddhists. In terms of education, ther33 people have school / vocational education, 15 people with Diploma III education, 1 person with Diploma IV education, 17 people with Bachelor's education and only 2 people who have postgraduate education.

In terms of the work division, 2 people work as A&G, 2 people serve as HRD, 8 people serve as Accounting, 8 people serve as Sales & Marketing, 5 people serve as Front Office, 11 people serve as FB Service, 15 people who serve as FB Product, 9 people serve as Housekeeping and only 8 people who serve as



Engineering. In terms of the working peththead43, peoplepeopleve worked during their work. 0-1 year and only 25 people have worked for 1-2 Years.

### **Description of Communication Variables**

Communication is a process of transferring messages and the intention to provide an understanding, in this study communication variables will be measured by indicators, namely 1) Control (control and supervision); 2) Motivation; 3) Emotional Disclosure, and 4) Decision Making. Furthermore, the four indicator items are transformed into 12 statement items. As for the results of measuring communication variables, it can be concluded that the indicator items that have the highest effect on communication variables in this hotel are kmn9 statement items (you always express your opinion to your superiors) and KMN11 statements (leaders provide open support to employees). Based on these results, it can be concluded that the principle of employee openness in this agency is highly appreciated by the leadership, management hopes, and support ports openness/transparency to other employees, especially in terms of managing various things, for example, if, there are problems.

However, it turns out that the indicator item that has the least effect on communication variables is the KMN7 instrument (you advise atasan on work-related matters). Although this statement has the least effect on communication variables, it cannot be ignored because the suggestion is aimed at advancing the agency.

### **Description of Motivation Variables**

Motivation is the encouragement ent an employee's desire to carry out an activity or activity in carrying out tastask bath eachochtachievesve the best results. Motivation variables will be measured by indicators: 1) Statement achievement needs; 2) Affiliation needs and 3) Power Needs. Furthermore, the three indicator items are transformed into 12 statement items. As for the results of measuring motivation variables, it can be

However, the statement that has the least effect on the job satisfaction variable is the KPK statement 8 (Atasan always carries out the division of labor according to the abilities of each employee). The low perception of respondents towards this variable is likely because the division of tasks does not necessarily take into account the abilities of employees, obligations, and responsibilities that must

concluded that the indicator item that has the highest effect on motivation variables at this Hotel is the MTV4 statement item (Superiors provide training – training to employe to imprtoilliimprove abilities) as well as the MTV8 statement (Employee achievements are always assessed correctly ). Through these results, it can be concluded that the elements of training provided to employees greatly contribute to increasing employee motivation, in addition to training on employee performance assessment properly and correctly must be considered, the existence of negligence in misjudgment can certainly reduce employee motivation.

But the statement that has the least effect on the variables of work motivation at the Harper Perintis Hotel is MTV11 (I can adjust well in the work environment). This variable has the least effect likely to be caused because there are 63% of employees work 0-1 year. They are mostly new employees so they still have to adjust to the new work environment.

### **Description of Job Satisfaction Variables**

Job satisfaction is a positive feeling about a person's work which is the result of an evaluation of its characteristics, measurements related to job satisfaction are more likely to be based on a person's feelings in carrying out work. Job satisfaction will be measured through indicators 1) Working conditions; 2) Co-workers; 3) Interpersonal Relationships; 4) Compensation; 5) Fair conduct; 6) Organizational Policy and 7) Promotion. Furthermore, the three indicators are transformed into 12 statement items. As for the results of measuring the motivation variable, it can be concluded that the indicator item that has the highest effect on the job satisfaction variable at this hotel is the KPK1 statement item (gaji ygooseyaterimasimas every month according to the work I do). The high perception of respondents towards this variable shows that the salary that the Hotel gives to employees exceeds the minimum wage, this is because employees get bonuses as well as financial benefits which are the result of their hard work.

be put forward to overcome overcoming good teamwork

### **Description of Employee Performance Variables**

Performance is the ability to produce goods and services from various resources or production factors that are used to improve the quality and quantity of

work produced in an enterprise that is carried out every week in a certain period. This variable will be measured by three indicators, namely: 1) Working quantity; 2) Quality of work and 3) Timeliness of work. Furthermore, the three indicators are transformed into 12 statement items. As for the results of measuring the motivation variable, it can be concluded that the indicator item that has the highest effect on the employee performance variable at this hotel is the KN2 statement item (I can complete the work efficiently). Based on this, it can be seen that most employees work efficiently in this agency, work

done efficiently will produce something good and optimal.

But the statement that has the least effect on employee performance variables is the KN11 statement (I am trying to correct the mistakes I have made and take responsibility for my work). The low mean of this statement should be an important concern for management to pay attention in detail to the mistakes made by employees and ensure that they are not repeated.

### Research Instrument Test Analysis

This study is a one-way/one-sided study, so when viewed in table r (*pePearson* correlation) the value of r-

### Validity Test

table 66 in the one-sided test is 0.238. The results of the full validity test can be seen in the following table:

**Table 1**

Research Instrument Validity Test Results Variable	Code	Pearson Correlation (r-hitung)	(r-tabel)	Information
Communication	KMN1	0,663	0,238	Valid
	KMN2	0,435	0,238	Valid
	KMN3	0,289	0,238	Valid
	KMN4	0,586	0,238	Valid
	KMN5	0,400	0,238	Valid
	KMN6	0,461	0,238	Valid
	KMN7	0,470	0,238	Valid
	KMN8	0,514	0,238	Valid
	KMN9	0,463	0,238	Valid
	KMN10	0,297	0,238	Valid
	KMN11	0,484	0,238	Valid
	KMN12	0,325	0,238	Valid
Motivation	MTV1	0,457	0,238	Valid
	MTV2	0,579	0,238	Valid
	MTV3	0,474	0,238	Valid
	MTV4	0,303	0,238	Valid
	MTV5	0,424	0,238	Valid
	MTV6	0,534	0,238	Valid
	MTV7	0,490	0,238	Valid
	MTV8	0,548	0,238	Valid

	MTV9	0,428	0,238	Valid
	MTV10	0,291	0,238	Valid
	MTV11	0,294	0,238	Valid
	MTV12	0,425	0,238	Valid
Job Satisfaction	KPK1	0,399	0,238	Valid
	KPK2	0,542	0,238	Valid
	KPK3	0,676	0,238	Valid
	KPK4	0,552	0,238	Valid
	KPK5	0,271	0,238	Valid
	KPK6	0,452	0,238	Valid
	KPK7	0,822	0,238	Valid
	KPK8	0,759	0,238	Valid
	KPK9	0,683	0,238	Valid
	KPK10	0,617	0,238	Valid
	KPK11	0,257	0,238	Valid
	KPK12	0,434	0,238	Valid
Employee Performance	KN1	0,565	0,238	Valid
	KN2	0,596	0,238	Valid
	KN3	0,465	0,238	Valid
	KN4	0,630	0,238	Valid
	KN5	0,605	0,238	Valid
	KN6	0,579	0,238	Valid
	KN7	0,572	0,238	Valid
	KN8	0,414	0,238	Valid
	KN9	0,350	0,238	Valid
	KN10	0,498	0,238	Valid
	KN11	0,524	0,238	Valid
	KN12	0,619	0,238	Valid

**Source: SPSS 24, 2017 Data Processing Results**

The table above shows that the results of the independent and dependent variable instrument validity tests show that all research instrument items are valid so that they can be carried out to the next stage of testing.

**Reliability Test**

A reliable instrument is one that, when used multiple times to measure the same object, will produce the same data. After the instrument is tested for validity, the next step is to test reliability. A construct or variable is declared reliable if it gives the Nilai *Cronbach alpha* > 0.70 (Ghozali, 2013). The full reliability test can be seen in the following table:

**Table 2. Results of the Research Instrument Reliability Test**

Variable Research	Cronbach's Alpha	Category
Communication	0,798	Reliable
Motivation	0,800	Reliable
Job Satisfaction	0,780	Reliable
Employee Performance	0,888	Reliable

Source: Spss data analysis results 23, 2017

Based on the table above, it can be concluded that the results of the reliability test of communication variables can measure models (*constructs*) by 79.8%, motivation variables are able models (*constructs*) by 80%, job satisfaction variables can measure (*constructs*) by 78% and employee performance variables can measure (*constructs*) by 88.8%.

The conclusion is that the results of the reliability test of the instrument are all variable research shows that the study has a state/alpha coefficient greater than 0.7 so that all instruments are declared *reliable*, thus the research data is valid and suitable for use for hypothesis testing.

### Test of Classical Assumptions

#### Multicholnearity Test

The Multicholnearity Test is used to detect the presence or absence of multicollinearity. This test is carried out by looking at the VIF (*Variance Inflation Factors*) and *tolerance* values. If the *tolerance* > 0.10 and the VIF value < 10 then it is stated that there is no perfect correlation between the independent variables and vice versa. The results of the multicollinearity test can be seen in the following table:

**Table 3 Multicollinearity Testing Results**

Free Variables	Tolerance	VIEW	Information
Communication	0,788	1,268	Non Multikol
Motivation	0,681	1,468	Non Multikol
Job Satisfaction	0,730	1,370	Non-Multikol

Source: Spss 24, 2017 data analysis results

Based on the table above, it can be seen that the *tolerance numbers* of the independent variables all show a > 0.10, this means that there is no correlation between independent variables. Then the *inflation factor* (VIF) variable number is not a single of the independent variables that indicate the number > 10. Thus it can be concluded that in the regression model there is no multicollinearity between such independent variables.

#### Heterochedasticity Test

The heterokedastisistas test will be carried out by the *Glejser Test* method. Dewi Priyatno (2016) stated the *Glejser Test* i.e. regresses the *residual absolute* with each independent variable. If in the t-test the significance value between the independent variable and the *residual absolute* is more than 0.05 then heteroscedasticity does not occur. The results of the heteroscedasticity test can be seen in the following table:

**Table 4 Hasil Uji Heterokedastisitas Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	.451	.274		1.643	.105
	Communication	-.059	.057	-.143	-1.037	.304
	Motivation	-.045	.061	-.110	-.738	.463
	Job Satisfaction	.028	.042	.097	.676	.502

a. Dependent Variable: RESIDUAL

Source: Spss 24, 2017 data analysis results

Based on the results of the heteroscedasticity test, it can be stated that the significance value of the communication variable (0.304), the significance of the motivation variable (0.463), and the significance of the job satisfaction variable (0.502). So it can be concluded that there is no heteroscedasticity between the independent variables since the significance value of each variable has been more than 0.05.

### Linearity Test

Dewi Priyatno (2016) stated that the linearity test is a prerequisite test that is usually carried out if you are going to perform Pearson correlation analysis or linear regression. This test aims to find out whether two variables significantly have a linear relationship or not. Two variables are said to have a linear relationship when the *deviation from linearity* is less than 0.05.

**Table 5. Linearity Test Results**

Variable Relationships Research	Deviation from Linearity (Sig)	Conclusion
Communication → Employee performance	0,007	Linear Signifikan
Motivation → Employee performance	0,006	Linear Signifikan
Job satisfaction → Employee performance	0,000	Linear Signifikan

Source: Spss 24, 2017 data analysis results

The test results proved that the three independent variables have a linear and significant relationship with the dependent variables. This can be seen in the *deviation from linearity* values whose significance values are all below 0.05.

### Hypothesis Testing

#### Partial Hypothesis Testing (t-Test)

The results of partial hypothesis testing can be seen in the following table:

**Table 6. Partial Hypothesis Testing Results (Uji t) Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
		B	Std. Error			
1	(Constant)	-1.533	.429		-3.576	.001
	Communication	.496	.089	.381	5.566	.000
	Motivation	.595	.095	.462	6.274	.000
	Job Satisfaction	.235	.065	.257	3.613	.001

a. Dependent Variable: Performance

Source: Spss 24, 2017 data analysis results

To determine the magnitude of the influence of each independent variable of communication, motivation, and job satisfaction partially on the dependent variables of employee performance, it can be done by looking at the  $t\text{-count} > t\text{-table}$  (1.669) and  $\alpha \leq 0.05$ . The results can be seen in the hypothesis testing below:

### Hypothesis Testing 1

The first hypothesis states that communication has a positive and significant effect on the performance of

employees of Harper Perintis by Aston – Makassar. The results of testing the communication variable showed that the value of the path coefficient ( $\beta$ ) was 0.381 then the  $t\text{-count}$  value was  $5.566 > t\text{-table}$  was 1.669 with a significance level of  $0.000 < 0.05$ . The test results showed that communication variables had a positive and significant effect on the performance of Harper Perintis by Aston – Makassar employees. This the first hypothesis is declared acceptable in its truth.



### Hypothesis Testing 2

The second hypothesis states that motivation has a positive and significant effect on the performance of employees of Harper Perintis by Aston – Makassar. The results of testing the motivation variable showed that the value of the path coefficient ( $\beta$ ) was 0.462 then the t-count value was 6.274 > t-table was 1.669 with a significance level of 0.000 < 0.05. The test results showed that motivation variables had a positive and significant effect on the performance of Harper Perintis by Aston – Makassar employees. Thus the second hypothesis is declared acceptable in its truth.

### Hypothesis Testing 3

The third hypothesis states that job satisfaction has a positive and significant effect on the performance of

employees of Harper Perintis by Aston – Makassar. The results of testing the job satisfaction variable showed that the value of the path coefficient ( $\beta$ ) was 0.257 then the t-count value was 3.613 > t-table was 1.669 with a significance level of 0.001 < 0.05. The test results showed that the job satisfaction variable had a positive and significant effect on employee performance at Harper Perintis by Aston – Makassar. Thus the third hypothesis is declared acceptable to its truth.

### Simultaneous Hypothesis Assessment (F Test)

The results of simultaneous hypothesis testing can be seen in the following table:

**Table 7**  
**Simultaneous Test Results**

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.027	3	1.342	68.858	.000 <sup>b</sup>
	Residual	1.248	64	.019		
	Total	5.275	67			

a. Dependent Variable: Performance

b. Predictors: (Constant), Kepuasan\_Kerja, Communication, Motivation

**Source: Spss 24, 2017 data analysis results**

The table above shows that the calculated F value obtained is worth 68.858 > F table 2.53 with a significance level of 0.000 which is smaller than the significance level  $\alpha$  0.05 or (0.000 < 0.05). Thus, there is a simultaneous positive and significant influence between the independent variables of communication, motivation, and job satisfaction together (simultaneously) on the dependent variables of performance of Harper Perintis by Aston – Makassar.

Testing the importance of communication, motivation and job satisfaction in the performance of employees using multiple linear regression analysis techniques. This technique is used to foresee the influence of two or more variables of free variables (X) on a bound variable (Y) or to prove that there is or is no relationship between two or more variables of free variables and a bound variable. The test results can be seen in the following table:

### Multiple Linear Regression Analysis

**Table 8**  
**Multiple Linear Regression Analysis Results**  
 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
		B	Std. Error			
1	(Constant)	-1.533	.429		-3.576	.001
	Communication	.496	.089	.381	5.566	.000
	Motivation	.595	.095	.462	6.274	.000
	Job Satisfaction	.235	.065	.257	3.613	.001

a. Dependent Variable: Performance

**Source: Spss 24, 2017 data analysis results**

Biobased on the above results, the results of the multiple regression test show a constant value of -1.533, and the calculation results can be stated that each of the free variables (communication, motivation, and job satisfaction) obtained a value of  $t - \text{calculate} > t - \text{table}$  (1.669), as well as the significance value of each free variable obtaining assign value  $\leq 0.5$ . Based on this, a linear regression equation can be formulated as follows:

$$Y = -1,533 + 0,381X_1 + 0,462X_2 + 0,257X_3$$

Based on the results of the multiple linear regression equations, it can be elaborated that :

1. The constant value of -1,533 states that if the independent variables of communication, motivation, and job satisfaction are not present, then employee performance will decrease by 1,533 units.
2. The value of the communication coefficient of 0.381 means that every time there is an increase of 1 employee communication score, it will be

followed by an increase in employee performance by 0.381 units.

3. The value of the motivation coefficient of 0.462 means that every time there is an increase of 1 employee motivation score, it will be followed by an increase in employee performance of 0.462 units.
4. The value of the job satisfaction coefficient of 0.257 means that every time there is an increase of 1 job satisfaction score, it will be followed by an increase in employee performance of 0.257 units.

### Coefficient of Determination Testing

The test result of the coefficient of determination is 0.763. The value shows that the influence of independent variables of communication, motivation, and job satisfaction on the dependent variables of employee performance at Harper Perintis by Aston – Makassar was 76.3%, while the remaining 23.7% was influenced by other factors that were not studied in this study.

**Table 9**  
**Coefficient of Determination Test Results**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	.874 <sup>a</sup>	.763	.752	.13961992100 0000

a. Predictors: (Constant), Kepuasan\_Kerja, Communication, Motivation

b. Dependent Variable: Performance

**Source: Spss 24, 2017 data analysis results**

The number R of 0.874<sup>a</sup> describes the correlation or relationship of the bound variable with the free variable meaning that there is a positive and close relationship between communication, motivation, and job satisfaction with the performance of employees in Harper Perintis by Aston – Makassar by 87.4 %, the strength of the correlation is included in the strong category.

### The Effect of Communication on the Performance of Harper Perintis Hotel Employees by Aston Makassar.

Communication has a positive and significant effect on the performance of employees of Harper Perintis by Aston – Makassar. The correlation between

communication and employee performance of Harper Perintis by Aston – Makassar was 67.1%, the strength of the correlation was in the moderate category. The results of the R-Square test of 0.443 showed that the influence of communication on employee performance at Harper Perintis by Aston – Makassar was 45% while the remaining 55% was influenced by other variables. Every time there is an increase of 1 employee communication score, it will be followed by an increase in employee performance of 0.381 units.

The importance of communication for humans is undeniable as well as for organizations. With good communication, an organization can run smoothly and successfully, and vice versa. Because of the importance of communication in the organization, it

needs to be a concern for both superiors and subordinates to help with its implementation.

Job satisfaction is a positive feeling about a person's work which is the result of an evaluation of its characteristics, measurements related to job satisfaction are more likely to be based on a person's feelings in carrying out work.

Job satisfaction has a positive and significant effect on employee performance at Harper Perintis by Aston – Makassar, the correlation between job satisfaction and employee performance at Harper Perintis by Aston – Makassar is 62.1%, and the correlation strength is a strong category. The results of the R-Square test of 0.386 showed that the effect of job satisfaction on employee performance at Harper Perintis by Aston – Makassar was 38.6% while the remaining 61.4% was influenced by other variables. Every time there is an increase of 1 job satisfaction score, it will be followed by an increase in employee performance of 0.257 units.

Theoretically, the results of this study are supported by Danang's statement (2013) stating that job satisfaction reflects a person's feelings towards his work, this can be seen in the positive attitude of employees towards work and everything faced in their work environment. Empirically, the results of this study are supported by the results of research conducted by Jose (2007) This research finds that satisfaction with communication has weaknesses when mediated by individual work and job satisfaction has a strong influence on performance. Research also conducted by Jules Carriere and Christopher Bourque (2009) The results of their research shows that communication affects job satisfaction. Meanwhile, satisfaction in communicating affects commitment mediated by job satisfaction. Neeraj Kumari (2011) The result is that the level of job satisfaction affects performance.

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

Based on the results of data analysis and hypothesis testing, several conclusions can be put forward as follows:

1. Communication has a positive and significant effect on the performance of employees of Harper Perintis by Aston – Makassar The communication process plays an important role in employee

performance in this hotel, Through an effective communication process problem solving can be overcome properly, work performance will also be realized so that job satisfaction will be created.

2. Motivation has a positive and significant effect on the performance of employees of Harper Perintis by Aston – Makassar. The better the company leadership in motivating employees, the higher the work results achieved, or in other words, any increase in work motivation will further increase the results obtained.
3. Job satisfaction has a positive and significant effect on employee performance at Harper Perintis by Aston – Makassar, good employee satisfaction will make employees feel happy at work so that they put their time, energy, and mind well to complete their work according to applicable standards.

### Advice - Advice

Through the results of this study, the suggestions that can be conveyed by researchers are:

1. The three variables, namely communication, motivation, and job satisfaction, have been shown to affect the performance of the employees of this hotel so the leadership of this hotel should always maintain and develop three variables to improve employee performance.
2. For employees, they should continue to improve effective communication in performance so that difficult work can be completed faster, as well as employees, continue to increase work motivation without continuing to demand motivation from the leadership alone, and employee job satisfaction should not be too crossed the line.
3. For subsequent researchers who want to examine the same variables, they should add several variables outside this study, such as employee competence, and benefits, or add intervening and moderator variables so that the results can be more complex.

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