

Effect of Communication, Emotional Intelligence and Work Climate on Employee Performance at Mercure Sanur Resort Bali

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ABSTRACT

Competition in the accommodation service business is increasingly complex, in order to realize the company's success in achieving its goals. An indicator of success that must be considered in business implementation is the realization of high performance. This study aims to determine the effect of communication on employee performance, to determine the effect of emotional intelligence on employee performance, and to determine the effect of work climate on employee performance at Mercure Resort Sanur Bali. This research was conducted at Mercure Resort Sanur Bali. The background for choosing this location was because there were problems related to communication, emotional intelligence and work climate in an effort to improve employee performance at Mercure Resort Sanur Bali. The number of samples in this study were 70 respondents and the data analysis method used in this study was using multiple linear regression analysis techniques, coefficient of determination test, and statistical t test. with the analysis program, namely SPSS version 25.0 for windows. The results of the analysis show that partially and simultaneously Communication, Emotional Intelligence and Work Climate have a positive and significant effect on Employee Performance at Mercure Resort Sanur Bali.

Keywords: Communication, Emotional Intelligence, Work Climate and Performance Employee.

JEL Classification: M50, M54

INTRODUCTION

Employee performance is the willingness of a person or group of people to carry out an activity and perfect it according to their responsibilities with the expected results. Employee performance is very important to note because performance is one of the determinants in achieving company performance in an effort to achieve company goals. Optimal employee performance is the most important requirement in achieving company goals. The implementation of an effective and efficient employee performance system will greatly affect the achievement of employee performance which has an impact on the achievement of company performance

The performance of employees at Mercure Sanur Resort Bali is not optimal, this can be seen from the many complaints about the quality of service available at the hotel and the lack of independence of employees at work. Several factors that cause employee performance is not optimal is less effective communication that occurs within the company. This can be seen from the lack of level of understanding of the message by employees within the company and there is no change in attitude from employees to correct mistakes that have been made. Besides that, there are still phenomena of problems related to emotional intelligence that exist within the company such as employees who are not aware of their own feelings and do not take realistic benchmarks against their own abilities and employees also cannot do self-regulation well. Furthermore, phenomena related to the non-conducive work climate in the company were found, such as employees feeling that they were not given appreciation or appreciation from their superiors and there was still a lack of team spirit within the company.

Research on the influence of communication on employee performance is research conducted by Idayanti, et al., (2020). Syahrudin, et al., (2020). Hakim, et al., (2020). With the results of research showing that communication has a positive and significant effect on employee performance. This means that the higher the value of the communication variable, the higher the employee's performance. Meanwhile, a different study was conducted by Manurung and Prana, (2020). The results of the study indicate that partially communication has a negative and significant effect on employee performance. This means that if communication decreases, it will be followed by a decrease in employee performance.

Another factor that affects employee performance is emotional intelligence (Kurniawan, 2020). According to Solehudin, (2018). Emotional Intelligence (Emotional Quotient) is the most important intelligence than other intelligences which includes self-control, enthusiasm and perseverance as well as the ability to motivate oneself. Emotional intelligence affects employee performance, this is in accordance with the research of Widayati, et al., (2021). Santoso, et al., (2021). Ula Research, (2020). With the results of research showing that emotional intelligence has a positive and significant effect on employee performance. It means high employee emotions can have a considerable influence in improving the employee's performance. A different study conducted by Lansart, et al., (2020). With the results of research that partially shows Emotional Intelligence has a significant negative effect on employee performance. This means that emotional decline will be followed by a decrease in employee performance.

In addition to communication and emotional intelligence, another factor that affects employee performance is work climate (Suryantari, et al., 2021). Work climate according to Putra, (2018). Everything in the work environment is perceived as a

subjective influence of the formal system, information style of managers, and other important environmental factors on the attitudes, beliefs, values and motivation of people who work in certain organizations.

Research related to the effect of work climate on employee performance is research conducted by Alberto, et al., (2018). Riwukore, et al., (2021). Siregar Research, (2017). With the results of research showing that the work climate has a positive and significant effect on employee performance. This means that if the work climate increases, employee performance will also increase. A different study conducted by Prastoyono, et al., (2020). With the results of research showing that the work climate has a negative and insignificant effect on employee performance. This means that if the work climate experienced a decrease does not necessarily mean that employee performance has also decreased.

LITERATURE REVIEW

1) Definition of Performance

Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy (Rahmawati and Irwana, 2020). The term performance comes from the word Job Performance or Actual Performance which is a work achievement or actual achievement achieved by a person (Prayudi, 2017). According to Siswanto and Hamid, (2017). Performance is a person's ability to produce products or services to encourage the achievement of the desired goals.

2) Definition of Communication

According to Oktari, (2017). The term communication comes from the Latin, namely *communicare* or *communicate* which means the same or to make common property. According to Dewi, (2021). Communication in the organization is the process of delivering information, ideas among members of the organization reciprocally in order to achieve the goals set.

3) Definition of Emotional Intelligence

According to Solehudin, (2018). Emotional Intelligence (Emotional Quotient) is the most important intelligence than other intelligences which includes self-control, enthusiasm and perseverance as well as the ability to motivate oneself. Octavia, et al., (2020). argues that emotional intelligence is a person's ability to handle emotions within himself.

4) Definition of Work Climate

According to Hamsati, et al., (2020). Work climate is defined as the perception of policies, practices and organizational procedures that are felt and accepted by individuals in the organization or individual perceptions of their place of work. Work climate according to Putra, (2018). Is everything contained in the work environment that is experienced as a subjective influence of the formal system, information style of managers, and other important environmental factors on the attitudes, beliefs, values and motivation of people who work in certain organizations.

RESEARCH METHOD

This research was conducted at Mercure Sanur Resort Bali which is located at Jl. Mertasari, Sanur. The background for choosing this location was because problems were found related to communication, emotional intelligence and work climate in an effort to improve employee performance. The population in this study were all employees at Mercure Sanur Resort Bali, totaling 70 people. Determination of the number of samples in this study is by the census method because the population is less than 100. In this study, the number of respondents who were used as research samples was 70 employees at Mercure Sanur Resort Bali. To find out the data needed in the study, there are several techniques of data collection methods, namely: observation, namely the method of collecting data by conducting direct observations to the company's location about the object under study and systematically recording, such as communication, emotional intelligence and knowing the state of the work climate. at Mercure Sanur Resort Bali. The interview method, which is often referred to as an interview or oral questionnaire, is a dialogue carried out by the interviewer to obtain information from the interviewee. Documentation is a complement to the use of interview and observation methods. The documentation carried out in this study is about the history, organizational structure at Mercure Sanur Resort Bali. And the questionnaire is a way of collecting data by providing a list of questions to respondents, namely employees at Mercure Sanur Resort Bali in the hope that respondents will respond to these questions. The data analysis technique is descriptive statistical analysis is the statistic used to analyze data by describing or describing the data that has been collected as it is without intending to make general decisions. And Inferential Analysis (often also called inductive statistics or probability statistics) is a statistical technique used to analyze sample data and the results are applied to the population, with the following stages: Multiple Linear Regression Analysis, Classical Assumption Test, Normality Test, Multicollinearity Test, Heteroscedasticity Test, Coefficient of Determination Test (R^2), Fit Model Test (F Test) and t Test (partial).

RESULTS

1. Validity Test Results

The validity test is carried out by correlating the factor score with the total score and if the correlation of each factor is positive ($r > 0.3$), then the research instrument can be said to be valid. A valid instrument is an instrument that can be used to measure what should be measured. The high and low validity indicates the extent to which the data collected does not deviate from the description of the variable in question. The results of the validity of this study are shown in Table 1 below:

Table 1. Validity Test Results

No	Variable	Items Statement	Total Item Correlation	Information
1	Communication	X1.1	0,950	Valid
		X1.2	0,987	Valid
		X1.3	0,968	Valid
		X1.4	0,914	Valid
		X1.5	0,988	Valid
2	Emotional Intelligence	X2.1	0,880	Valid
		X2.2	0,942	Valid
		X2.3	0,944	Valid
		X2.4	0,924	Valid
		X2.5	0,931	Valid
3	Work Climate	X3.1	0,798	Valid
		X3.2	0,923	Valid
		X3.3	0,910	Valid
		X3.4	0,935	Valid
		X3.5	0,767	Valid
		X3.6	0,942	Valid
4	Employee Performance	Y1.1	0,915	Valid
		Y1.2	0,966	Valid
		Y1.3	0,956	Valid
		Y1.4	0,875	Valid
		Y1.5	0,951	Valid

Source: Primary data processed from SPSS 2021

Table 1 shows that all of the correlation coefficients of the tested variable indicators are greater than 0.30 ($r > 0.3$). These results indicate that all indicators contained in this study are proven valid.

2. Reliability Test Results

Reliability test is used to measure the consistency of a variable in the study. The instrument is said to be reliable for measuring variables if it has a Cronbach Alpha value > 0.60 . The results of the reliability test of this study are shown in Table 2 below:

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Information
Communication (X1)	0,978	Reliabel
Emotional Intelligence(X2)	0,956	Reliabel
Work Climate (X3)	0,939	Reliabel
Employee Performance (Y)	0,959	Reliabel

Source: Appendix (processed data, 2021).

Table 2 shows that each Cronbach's Alpha value on each instrument is greater than 0.60 (Cronbach's Alpha) > 0.60, namely 0.978, 0.956, 0.939, and 0.959. It shows that all instruments are reliable so that they can be used to conduct research.

3. Normality Test Result

Normality test was also carried out through One-Sample Kolmogorov-Smirnov analysis on non-parametric tests. The results of the One-Sample Kolmogorov-Smirnov test can be shown in Table 3.

Table 3. Normality Test (*One-Sample Kolmogorov-Smirnov*)

		Unstandardized Residual
N		70
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.62117823
Most Extreme Differences	Absolute	.089
	Positive	.089
	Negative	-.053
Test Statistic		.089
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Output SPSS Version 25,0

4. Multicollinearity Test Results

The multicollinearity test was conducted to see if there was a perfect correlation between the independent variables used in this study. Multicollinearity testing was carried out by analyzing the tolerance value and the VIF value. The tolerance value and the VIF value are used to measure the variability of the independent variables or the relationship between independent variables, if the tolerance value is less than 0.10 or the VIF value is more than 10, it indicates the presence of multicollinearity. The tolerance value and VIF value are shown in Table 4 below:

Table 4. Multicollinearity Test Coefficients^a

Models		Collinearity Statistics	
		Tolerance	VIF
1	Communication	.462	2.163
	Emotional Intelligence	.577	1.733
	Work Climate	.567	1.765

a. Dependent Variable: Employee performance

Source: Output SPSS Version 25.0

Based on Table 4, it is shown that there is no independent variable that has a tolerance value of less than 0.10 and there is also no independent variable that has a VIF value of more than 10. Therefore, the regression model is free from the symptoms of multicollinearity.

5. Heteroscedasticity Test Results

Heteroscedasticity testing was carried out using the glesjer method and with a scatterplot graph. The glesjer method regresses the regression model to get the residual value, then the residual value is absolute and regression is carried out with all independent variables. If there is an independent variable that has a significant effect on the absolute residual, then there is heteroscedasticity in this regression model. Table 5 shows the results of statistical calculations using the Glesjer method.

Table 5. Heteroscedasticity Test (Glesjer Test) Coefficients^a

Models		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.100	.107		.930	.356
	Communication	-.016	.039	-.072	-.415	.680
	Emotional Intelligence	.003	.033	.015	.097	.923
	Work Climate	.067	.036	.295	1.871	.066

a. Dependent Variable: *abs_res*

Source: Output SPSS Version 25.0

Based on Table 5, it is shown that each model has a significance value greater than 5% (0.05) which is 0.680, 0.923 and 0.066. This shows that the independent variable used in this study has no significant effect on the dependent variable, namely the absolute residual, therefore, this study is free from heteroscedasticity symptoms.

6. Multiple Linear Regression Analysis.

Multiple linear regression analysis model is used to obtain a regression coefficient that will determine whether the hypothesis made will be accepted or rejected. The results of this analysis refer to the results of the influence of the Communication variable (X1), Emotional Intelligence variable (X2), Work climate variable (X3) on employee performance (Y) Employees at Mercure Sanur Resort Bali. The results of the regression analysis using the Statistical Package of Social Science (SPSS) version 25.0 for Windows program can be seen in Table 6 below:

Table 6. Summary of Multiple Linear Regression Analysis Results

Variable	Regression Coefficient		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	0,515	0,308		1,676	0,099
Communication	0,228	0,112	0,232	2,037	0,046
Emotional Intelligence	0,342	0,094	0,370	3,633	0,001
Work Climate	0,308	0,102	0,309	3,007	0,004
F Statistik : 33,710					
Sig F : 0,000					
Adjusted R Square : 0,587					

Source: Output SPSS Version 25.0

Based on Table 6, the multiple linear regression equation can be written as follows.

$$Y = 0,515 + 0,228 X_1 + 0,342 X_2 + 0,308 X_3$$

The multiple linear regression equation shows the direction of each independent variable to the dependent variable. The multiple linear regression equation can be described as follows:

The constant value of 0.515 indicates that if communication, emotional intelligence and work climate are equal to 0 (zero) then. Employee performance at Mercure Sanur Resort Bali is worth 0.515

$X_1 = 0.228$ indicates that communication has a positive effect on employee performance. At Mercure Sanur Resort Bali, if communication increases, employee performance will increase, assuming the variables of emotional intelligence and work climate are considered constant.

$X_2 = 0.342$, indicating that emotional intelligence has a positive effect on employee performance. At Mercure Sanur Resort Bali, if employee emotional intelligence increases, employee performance will increase, assuming the variables of communication and work climate are considered constant.

$X_3 = 0.308$, indicating that the work climate has a positive effect on employee performance. At Mercure Sanur Resort Bali, if the employee's work climate increases, the employee's performance will increase, assuming the variables Communication and Emotional Intelligence are considered constant.

7. Determination Analysis

Determination analysis was conducted to determine the extent of the variation of the independent variables, namely X_1 (Communication), X_2 (Emotional Intelligence) and X_3 (Work climate) on the employee performance variable (Y). Analysis of determination, based on Table 6, it can be seen that the Adjusted R Square value is 0.587. It means that 58.7% percent of employee performance at Mercure Sanur Resort Bali is influenced by the variables of Communication (X_1), Emotional Intelligence (X_2), and work climate (X_3) and the remaining 41.3 percent is influenced by other variables not examined in this research.

8. F Test Results

The F test is used to determine whether simultaneously (simultaneously) all independent variables (communication variable (X_1), emotional intelligence (X_2), and work climate (X_3)) have an influence on the dependent variable (employee performance). Based on the results of Anova analysis, it is known that $F_{sig} 0.000 < 0.05$, then H_0 is rejected. This means that, communication (X_1), emotional intelligence (X_2), and work climate (X_3), simultaneously have a significant effect on employee performance (Y) at Mercure Sanur Resort Bali.

9. t Test Results

a) Based on Table 6 above, it can be explained that the level of significance $0.046 < 0.05$, so H_0 is rejected and H_a is accepted, which means that the Communication variable has a significant positive effect on employee performance. Regression coefficient 1 (communication variable) is 0.228, indicating that increasing communication will increase employee performance at Mercure Sanur Resort Bali.

b) Based on Table 6 above, it can be explained that the significance level is $0.001 < 0.05$, so H_0 is rejected and H_a is accepted, which means that the emotional intelligence variable has a significant positive effect on employee performance. The regression

coefficient 2 (emotional intelligence variable) is 0.342, indicating that increasing emotional intelligence will increase. Employee Performance at Mercure Sanur Resort Bali.

c) Based on Table 6 above, it can be explained that the significance level is $0.004 < 0.05$, so H_0 is rejected and H_a is accepted, which means that the work climate variable has a significant positive effect on employee performance. The regression coefficient 3 (work climate variable) is 0.308, indicating that an increase in work climate will increase. Employee Performance at Mercure Sanur Resort Bali.

DISCUSSION

1. The Effect of Communication on Employee Performance at Mercure Sanur Resort Bali.

The coefficient of communication variable (X_1) is positive 0.228, meaning that communication has a positive effect on employee performance. If communication increases while emotional intelligence and work climate remain, then employee performance will increase by 0.228. Communication is a person's ability to influence a person's behavior. The importance of communication in a company will create an open relationship and facilitate the resolution of problems between fellow co-workers and between leaders and subordinates in achieving organizational goals. Good communication will have an impact on increasing employee performance. (Putri, 2019:37). Based on the description above, it is in line with the research conducted by Yulianti, (2017). With the results of research showing that communication has a positive and significant effect on employee performance. And Udiani and Adnyani Research, (2018). With the results of research showing that communication has a positive and significant effect on employee performance.

2. The Effect of Emotional Intelligence on Employee Performance at Mercure Sanur Resort Bali.

The coefficient of emotional intelligence variable (X_2) is positive 0.342, meaning that emotional intelligence has a positive effect on employee performance. If emotional intelligence increases while communication and work climate remain, then employee performance will increase by 0.342. Emotional intelligence is the formation of emotions that includes self-control skills and readiness to face uncertainty. Channeling emotions effectively will be able to motivate and maintain the spirit of self-discipline in an effort to achieve goals. Emotional intelligence as the ability to feel, understand and effectively apply the power and sensitivity of emotions as a source of energy, information, connections and human influence, the better a person's emotional intelligence, the better the performance in the future. (Galingging, 2020:26). Based on the description above, it is in line with the research conducted by Firdaus, et al., (2019). With the results of the research that shows that emotional intelligence has a positive and significant effect on employee performance. And research by Wati and Surjanti, (2018).

3. Effect of work climate on employee performance at Mercure Sanur Resort Bali.

The coefficient of the work climate variable (X3) is positive 0.308, meaning that the work climate has a positive effect on employee performance. If the work climate increases while communication and emotional intelligence remain, then employee performance will increase by 0.308. In practice, it is important to create an appropriate work climate and provide effective resources so as to keep the organization away from negative things and can stimulate employee performance to continue working. Work resources related to things such as hard work and teamwork are very helpful to produce company goals and ideals. (Baskara, 2019:29). Based on the description above, it is in line with the research conducted by Suryantari, et al., (2021). With the results of research showing that the work climate has a positive and significant effect on employee performance. And research conducted by Kartono, (2018). With the results of research showing that the work climate has a positive and significant effect on employee performance.

CONCLUSION

Based on the results of the research that has been described, the conclusions relating to the influence of communication, emotional intelligence and work climate on employee performance at Mercure Sanur Resort Bali in this study are as follows:

- 1) There is a positive and significant influence between communication on employee performance at Mercure Sanur Resort Bali.
- 2) There is a positive and significant influence between emotional intelligence on employee performance at Mercure Sanur Resort Bali.
- 3) There is a positive and significant influence between work climate on employee performance at Mercure Sanur Resort Bali.

Based on the limitations contained in this study, the researcher proposes suggestions for companies, including:

a) Based on the results of respondents' responses to the communication variable, the communication effectiveness indicator obtained the lowest average score, it is recommended to the management of the Mercure Sanur Resort Bali company, to increase the frequency of face-to-face meetings when doing work between managers and employees with the aim of make it easier for employees to know what the manager is saying in handling his work.

b) Based on the results of respondents' responses to the emotional intelligence variable on the self-regulation indicator obtaining the lowest average score, it is also recommended to the management of the Mercure Sanur Resort Bali company, to increase their attention to employees in self-regulation to be able to handle emotions and be able to delay pleasure before complete the assigned task.

c) Based on the results of respondents' responses to the work climate variable, the Responsibility indicator has the lowest average score, it is recommended to the management of the Mercure Sanur Resort Bali company, to increase employee responsibility, in handling a job so that they are able to solve problems without involving other people.

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