



EMPLOYEE PERFORMANCE IN TERMS OF COMMUNICATION, WORK ETHIC, QUALITY OF WORK LIFE, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT A HOTEL IN PURWOKERTO

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ABSTRACT

Introduction: This study aims to analyze the influence of Communication, Work Ethic, Quality of Work Life (QWL), and Organizational Citizenship Behavior (OCB) on Employee Performance at Hotel Java Heritage Purwokerto. This research was conducted to address performance inconsistencies, communication gaps, and unstable work outcomes, indicating the need to explore internal factors affecting employee productivity.

Methods: A quantitative approach using accidental sampling was applied, involving 105 employees as respondents. Data were collected offline through a questionnaire containing 34 indicator items. The analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) version 3.0.

Results: The findings reveal that Communication and OCB have a positive and significant effect on Employee Performance. Work Ethic shows a positive but non-significant effect, while QWL shows a negative but non-significant effect. These results indicate that strong communication and appropriate extra-role behavior can enhance performance, whereas work ethic and QWL do not directly improve employee outcomes.

Conclusion and suggestion: This study highlights the importance of strengthening communication channels and supporting constructive OCB to improve performance. Although Work Ethic and QWL do not show significant effects, they remain relevant and require attention through training, motivation, and work environment enhancement. Future research is recommended to increase the sample size, include multiple hotels, and add moderating variables such as job satisfaction or leadership style to achieve a more comprehensive understanding of performance determinants.

INTRODUCTION

The hospitality sector in Indonesia play an essential roll in supporting tourism growing and boosting the regional economy through improved tourism services and accommodation (Sesde *et al.*, 2023). The growth of the hospitality industry in Purwokerto has accelerated along with the increasing number of tourists visiting the area. With the emergence of new hotels and additional accommodation facilities to meet guest needs, competition in the hospitality industry has become increasingly competitive, requiring companies to continue to develop innovations and improve service quality (Maulina, 2023). One example can be seen at the Java Heritage Purwokerto Hotel, which has 168 rooms and 141 employees with diverse educational backgrounds, ranging from junior high school to university graduates. Based on interviews with HRD, management acknowledges the challenges in enhancing employee performance, which playing a very important role in providing a pleasant experience for guests while maintaining the hotel's competitiveness. At Hotel Java Heritage Purwokerto, employee performance directly determines the smooth running of daily operations, the quality of service interactions with guests, and coordination between departments in providing consistent service amid high activity and service demands.

The main characteristic of creating value for customers lies in how each employee utilizes their capabilities and actively contributes to service interactions (Diva *et al.*, 2024). Therefore, the performance and contribution of excellent staff are crucial differentiating factors for hotels in maintaining customer loyalty and increasing their competitive advantage in the market (Bijaya & Prakash, 2022). The successes or failures of an organization are largely decided by how employees perform their jobs, making human resources a key element in achieving optimal performance (Satar, 2023). Employee performance most influences the success of the business. Performance itself can understood as the achievements or results attained by individuals within a certain period of time when carrying out their duties, by comparing them to established work standards, targets, and benchmarks (Dewi, 2021). Employee performance is what determines the level of contribution they make to the organization. Improving performance at both the individual and team levels is a key focus for boosting overall company performance (Rombe.M & Dongoran.J, 2021). Employee performance describes the level of an individual's ability to achieve formulated goals through the optimal utilization of various resources, which in turn contributes to organizational effectiveness therefore, worker performance is a crucial aspect in an institution, so that it can be used as an indicator of success or failure in human resource management in the organization (Irsyadul *et al.*, 2025). Communication, work ethic, organizational citizenship behavior, as well as the work-life balance all significantly impact the evaluation of employee performance.

One factor that influences employee performance is communication (Sari & Asnur, 2023). Effective communication between employees and management is very important to ensure a clear understanding of the mandate and responsibilities, so as to optimize the performance of individuals and overall (Paulus *et al.*, 2022). Communication is a highly influential social phenomenon that occurs between individuals as a means of interaction. Optimal communication within a group facilitates the process of achieving goals. Communication is expected to take place efficiently in line with the orientation of the group (Febriyani *et al.*, 2025). Efficient communication within an institution builds a constructive work atmosphere, encourages collaboration and success among employees, which ultimately improves organizational performance (Kalogiannidis, 2020). The communication technology used in Java Heritage Hotels simplifies the communication between employees and their management which in turn helps the employees do their jobs better. This is the situation in most workplaces and it is also the findings of Sari & Asnur (2023), Susanti *et al.*, (2021), Mamesah *et al.*, (2022) which all say that communication in the workplace is important in helping employees perform better. On the contrary, Jaluk *et al.*, (2022) and Cahya *et al.*, (2023) argue that there is no relationship between communication and employee performance.

An employee's work ethic is one of the most important factors sficetly determining their job performance. A strong work ethic, characterized by hard work, discipline, and responsibility, can increase individual productivity and performance quality (Purba, 2023). Work ethic is a set of principles that emphasize the urgency of work ethic and dedication in fulfilling one's duties (Susilawati, 2024). An individual with a solid work ethic will put in the effort necessary to reach their objectives and aspirations, which ultimately gives them personal satisfaction. The improvement of an employee's performance coincides with the strengthening of their work ethic. A work ethic is an assemblage of cooperative positive behaviors that are of support to one another, along with zealous dedication to a full spectrum of principles. Every employee should have a high work ethic, because organizations need strong

dedication and commitment in order to grow and compete for market share (Hidayat & Yusnandar, 2021). The work ethic of employees at Hotel Java Heritage Purwokerto can be seen from their dedication and responsibility in completing tasks, including continuing to work optimally even after official working hours have ended when the hotel is busy with guests. These findings are reinforced by studies by Sari (2021), Suryadi (2022), Mahirah & Setiani (2022) outline the benefits of employee performance due to the positive impact of work ethic and Sutoyo (2023) and Syesilia (2021) elaborates on the opposite and states that work ethic does not impact employee performance.

One's ownability and take on work conditions and quality of their work environment are two determinants of performance. Quality of work life (QWL) is understood as employees' views on the extent to which their needs are met by the company, both through a sense of security and opportunities for development (Juanti *et al.*, 2024). Furthermore, QWL is one of the main objectives of institutions in their efforts to meet the needs and expectations of workers (Pujianto & Solikhah, 2022). Improving QWL will lead to a healthier and more supportive work environment leading to positive outcomes concerning employee productive and performance (Supriyati *et al.*, 2024). Employees of the Java Heritage Purwokerto Hotel feel that they have a good quality of work life through open communication with management, opportunities to express their opinions, and support for employee welfare. However, there are still some employees who do not receive adequate communication and attention, which reduces their perception of the fulfillment of quality of work life within the institution. Studies conducted by Kasran *et al.*, (2023), Juli & Ikhwan (2022), Hernita *et al.*, (2022) ention that quality of work life has a significant positive effect on employee performance. Meanwhile, Rahayu (2025) and Luthtamy (2024) state that quality of work life does not affect employee performance.

Organizational Citizenship Behavior (OCB) is employee behavior that goes beyond their formal obligations. OCB is often known as extra-role behavior because it is voluntarily carried out by workers outside their main duties, but has a constructive influence on the company in supporting organizational effectiveness (Suyati, 2022). OCB can also be understood as personal contributions that exceed role demands in the work environment, which usually arise due to a sense of belonging to the organization and satisfaction when being able to do more for the company (Wonda, 2024). Furthermore, OCB includes behaviors such as helping other individuals, volunteering for additional tasks, and complying with work rules and regulations (Budi *et al.*, 2024). At Java Heritage Hotel, employee OCB is evident through voluntary actions such as helping colleagues, maintaining a clean and tidy work environment, and obeying rules even when not directly required to do so. However, there are still a number of employees who do not demonstrate this extra behavior, for example, not keeping their workspace tidy or being less active in providing support to colleagues. This ultimately affects the overall optimization of employee performance. Studies by Anwar (2021), Kharismasyah *et al.*, (2021), Safrida *et al.*, (2024) show that organizational citizenship behavior has a significant positive effect on employee performance. Meanwhile, research conducted by Ibnu *et al.*, (2021) and Berlianto, (2022) states that organizational citizenship behavior does not affect employee performance.

This study was developed from a study (Kurniawati, 2024) considering the past work that has done these studies on communication, quality of work life, organizational citizenship behavior, and employee performance, where the past researcher recommended other studies, of adding variables, and still on this basis, this study adds work ethic as an embedded model to see what internal aspects of the employee's, performance especially for the case of the hospitality industry, where service and work performance are required to be put forth at a high level and consistently. This is the purpose of the research is to find a development of the former research which is to examine the effect of communication, work ethic, quality of work life, and organizational citizenship behavior on employee performance which case study is the Java Heritage Hotel, Purwokerto. This study is expected to provide the management and the management of the hotel an overview of the various factors that influence the performance of employees and may be of assistance to the hotel's management and human resource management..

LITERATURE REVIEW

Expectancy Theory

The Expectancy Theory proposed by (Vroom, 1964) The motivating force that leads to performance is the essence of the current concern of the theory and thus constitutes the essence of the theory guiding the current study'. The theory argues that employees tend to become optimally motivated to work if they believe that, namely: (1) expectancy, the belief that their efforts will result in good performance; (2) instrumentality, the belief that good

performance will be followed by certain rewards or consequences; and (3) valence, the assessment that these rewards have value or benefits for employees. These three components work sequentially, so that if one of them is not fulfilled, the drive to achieve becomes weak. In the context of this study, communication plays a role in clarifying tasks, work standards, and organizational expectations, thereby strengthening employees' expectancy that their efforts will produce the expected performance (Widnyani *et al.*, 2023). Work ethic reflects employees' internal drive to work diligently and responsibly, which supports individuals' readiness to exert effort (Simanjuntak, 2024). Meanwhile, quality of work life describes forms of organizational support, such as work comfort and fairness, which influence the belief that performance will be rewarded appropriately. Organizational citizenship behavior emerges when employees believe that contributions beyond formal duties remain valuable and have a positive impact on the organization. Thus, Expectancy Theory explains that these four variables work through the mechanism of forming beliefs, expectations, and reward values, which ultimately influence the level of employee performance in the hospitality environment.

Employee Performance

Employee performance creates the impact of the work produced by the employee when he finishes his work with regards to the impact of the responsibilities bestowed upon him. This reflects the quality, the quantity, and the efficiency with regards to the performance of the duties, with work behavior and personal attributes that aid in the attainment of the organizational goals (Simanjuntak, 2024). An employee performance stands to be the output of the performance of the individual achieved in alignment with what the individual is expected to achieve with regards to the position that has been awarded to him. There are certain criteria that ought to be met by a profession so that its goals are achieved (Bahtera *et al.*, 2024). So, from these two theories, what can be observed is that the performance is in accordance with the behavior of a certain number of people and the activities of these people are to be considered together i.e, the activities of the people are to be considered as the performance of the organization. There are a number of factors that condition the creation and improvement of employee performance, including: 1. Work Quality. 2. Quantity. 3. Timeliness. 4. Effectiveness. 5. Independence Robbins (2016) in (Safitri, 2022).

Communication

As defined by Robbins & Judge, (2015) Organizational communication is the transfer of and messages between two people in an organization and includes the passing and reception of messages that affect each other. Communication within an organization can be divided into internal and external communication. Internal communication encompasses upward, downward, and horizontal communication flows between members of the organization, while external communication includes relationships between institutions and external entities and their reciprocal relationships (Santos *et al.*, 2023). According to Noviaa *et al.*, (2024), organizational communication is designed to have a number of important objectives, such as providing information, providing feedback, handling conflicts and decision-making, facilitating change, and forming solid work groups. These objectives are in line with the need to clarify the roles and duties of members to prevent miscommunication and optimize organizational performance. Mangkunegara (2016) in (L. M. Hasibuan, 2022) organizational communication is designed to have a number of important objectives, such as providing information, providing feedback, handling conflicts and decision-making, facilitating change, and forming solid work groups. These objectives are in line with the need to clarify the roles and duties of members to prevent miscommunication and optimize organizational performance Paulus *et al.*, (2022), Raspati *et al.*, (2025), Ningrum *et al.*, (2024) communication has a significant positive effect on employee performance.

H1: Communication has a positive and significant effect on employee performance.

Work Ethic

Work ethic is positive work behavior that is considered to be ideal values about work that arise from good and correct beliefs in doing a job (Faisal, 2021). Work ethic embodies passion and intense drive to perform work to the best of one's ability, improve the quality of results, and strive to achieve the best possible work performance (Maharani *et al.*, 2025). Work ethic is enthusiasm embedded in individuals or groups when performing tasks, grounded

on the ethical tenets and disciplines that are espoused and demonstrated through commitment and tangible actions in the field of work (Rambe & Waruwu, 2024). According to Faizah *et al.*, (2020) work ethic is the spirit of work that characterizes individuals or groups in carrying out their work. Work ethic is based on ethical principles and work values that are embraced, expressed through determination, loyalty, and concrete actions in the professional realm. In addition, work ethic also reflects discipline, responsibility, initiative, and the ability to establish good working relationships with colleagues and superiors (Fitriansyah *et al.*, 2025). These characteristics enable employees to work consistently and thoroughly, as well as make the most significant contribution to the realization of institutional goals. Thus, work ethic is not merely an internal attitude, but also visible behavior that affects productivity, quality of work, and overall employee performance in the Company (Fitriansyah, 2025). According to Sinamo (2011) in (Marisi Butarbutar, 2021) work ethic has several indicators that can influence employee performance, namely internal factors (motivation and internal factors within individuals) and the culture that exists in society. In previous studies, according to Suri & Kapuas, (2023), Salsabila *et al.*, (2021), Rislianty *et al.*, (2023) stated that work ethic has a significant positive effect on employee performance.

H2 : Work ethic has a positive and significant effect on employee performance.

Quality of Work Life

Quality of Work Life (QWL) is an employee's perception of the fulfillment of various needs for well-being in the workplace while supporting career development (Anggraini *et al.*, 2023). Quality of Work Life (QWL) is an employee's perception of the fulfillment of various needs for well-being in the workplace while supporting career development (Butar *et al.*, 2025). In addition, QWL can be viewed as management's concern for human resources in an organization, by assessing the impact of work on employees (Arya *et al.*, 2024). The aspects considered include career paths, employee involvement in the organization, harmony between professional and personal activities, and the compensation received by each employee (Bilal *et al.*, 2021). Cascio (2016) explains that quality of work life (QWL) is a collection of conditions and practices within an organization that include employee participation, promotion policies, and a safe working environment. In addition, QWL can also be interpreted as employees' impressions of the extent to which they feel safe, satisfied, and have opportunities to develop within the organization. Referring to Mawu (2018) in (Naibaho, 2024) there are five indicators used to assess QWL, namely 1. Comfort at work 2. Fairness and equality 3. Salary and benefits 4. Improving skills and opportunities 5. Employee participation in decision-making. These indicators reflect various aspects that influence employees' perceptions of their quality of work life. In previous studies, according to Riskawati *et al.*, (2023), Noeng & Nuwa, (2024), Kurniawati *et al.*, (2021) Quality of Work Life has a significant positive effect on Employee Performance.

H3 : Quality of Work Life has a positive and significant effect on Employee Performance.

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is behavior that is voluntary and not immediately triggered by formal reward systems. The behavior improves an organization's overall efficiency and effectiveness. (Budiyanto *et al.*, 2023). According to Li *et al.*, (2025), OCB is categorized as extra-role behavior that arises from employees' prosocial or pro-organizational motivations. This form of behavior includes willingness to help coworkers, voluntary participation in additional tasks, and compliance with organizational rules and procedures. Thus, OCB provides added value to the organization because it demonstrates positive social behavior that supports overall work effectiveness (Aris, 2023). OCB is behavior carried out on personal initiative, not included in the formal duties of an employee, but still supports the smooth running and effectiveness of the organization as a whole (S. Hasibuan & Pasaribu, 2025). In line with this, recent research also confirms that OCB indicators can be seen through altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Podsakoff *et al.*, 2000). In previous research according to Rudini, (2024), Fadly *et al.*, (2020), Pangkarego *et al.*, (2023) Organizational Citizenship Behavior has a positive and significant effect on Employee Performance.

H4 : Organizational Citizenship Behavior has a significant positive effect on Employee Performance.

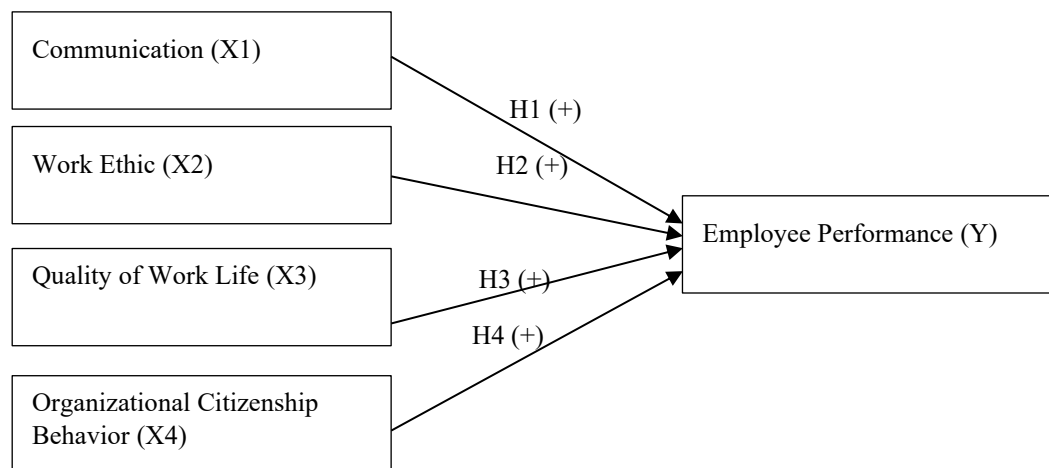


Figure 1. Research Framework

RESEARCH METHOD

The method that this study is based on is quantitative, specifically, it is a descriptive, as well as associative approach. This study uses a descriptive approach to outline the general situation and define the characteristics of the different variables of the study as they appear within the study objective. Associative approach is used to define, as well as measure, the relationships and the impact of certain variables on the performance of employees. This study considered as the entire population all of the contract employees, as well as the permanent employees, within the Java Heritage Hotel Purwokerto, 141 people in all. The sampling method involved was accidental sampling, this is a method whereby the samples are chosen based on the survey respondents the researcher happens to come into contact with, and who agree to participate in answering the survey as part of the study. From the calculations using the Slovin formula, and with a margin of error of 5%, the sample for this research was 105 people.

The tool used to collect data were questionnaires comprising of statements that used a five-point Likert scale and were published and given in person to participants. for as a assigned of the data as an conscructive of SmartPLS 3.0 software using an approach of Structural Equation Modeling (SEM) which involved a validation test, reliability test, and analysis of the structural model. Employee performance variables were measured based on indicators of **work quality, work quantity, timeliness, effectiveness, and independence**. (Robbins, 2016 in Safitri, 2022). Communication variables are measured through indicators of **ease of obtaining communication, intensity of communication, effectiveness of communication, level of understanding of information, and behavioral change**. (Mangkunegara, 2016 in L. M. Hasibuan, 2022). The work ethic variable refers to **internal factors such as motivation and the influence of society's culture** (Sinamo, 2011 in Marisi Butarbutar, 2021). The quality of work life (QWL) variable is measured through **work comfort, fairness and equality, salary and benefits, opportunities for skill development, and participation in decision making** (Mawu, 2018 in Naibaho, 2024). Meanwhile, organizational citizenship behavior (OCB) variables were measured through **altruism, conscientiousness, sportsmanship, politeness, and civic virtue** (Podsakoff *et al.*, 2000).

RESULTS AND ANALYSIS

Respondent Characteristics

The characteristics of the participants in this study will be presented according to various demographic dimensions. A more detailed explanation along with the distribution of numbers and proportions is presented in Table 1.

Table 1. Respondent Identity

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	74	70,48
	Female	31	29,52
Age (years)	< 20	3	2,86
	20 - 29	60	57,14
	30 - 39	17	16,19
	40 - 49	18	17,14
	≥ 50	7	6,67
Marital Status	Married	57	54,29
	Unmarried	48	45,71
Length of Employment (years)	< 2	12	11,43
	2 - 5	43	40,95
	6 - 9	28	26,67
	≥ 10	22	20,95
Division	Front Office	9	8,57
	Housekeeping	22	20,95
	F&B Service	20	19,05
	F&B Product	20	19,05
	Sales & Marketing	9	8,57
	Accounting	10	9,52
	Security	2	1,90
	Engineering	10	9,52
	HRD	3	2,86
Highest Education	Junior High School	2	1,90
	Senior High School	72	68,57
	Diploma	22	20,95
	Sarjana (S1)	9	8,57
	Postgraduate	0	0,00

This study involved 105 respondents, most of whom were of productive age (20–29 years old) with a predominance of male employees, and had 2–5 years of work experience. These conditions indicate that the respondents had a good level of work experience and understanding of the organizational environment, thereby supporting the formation of effective work communication, work ethic, and organizational citizenship behavior (OCB). The educational background, which was predominantly high school to diploma level, reflected operational competencies in line with the characteristics of the hospitality industry, while the involvement of respondents from various divisions enabled this study to describe the quality of work life (QWL) and employee performance more comprehensively.

Outer Model Analysis

Confirmatory factor analysis was implemented in order to evaluate models of the latent variables in the extant of reliability and validity of the indicators. The testing consisted of assessment of the factor loadings, average variance extracted, composite reliability, and Cronbach's alpha. The following figure shows the estimated outer loadings for each indicator.

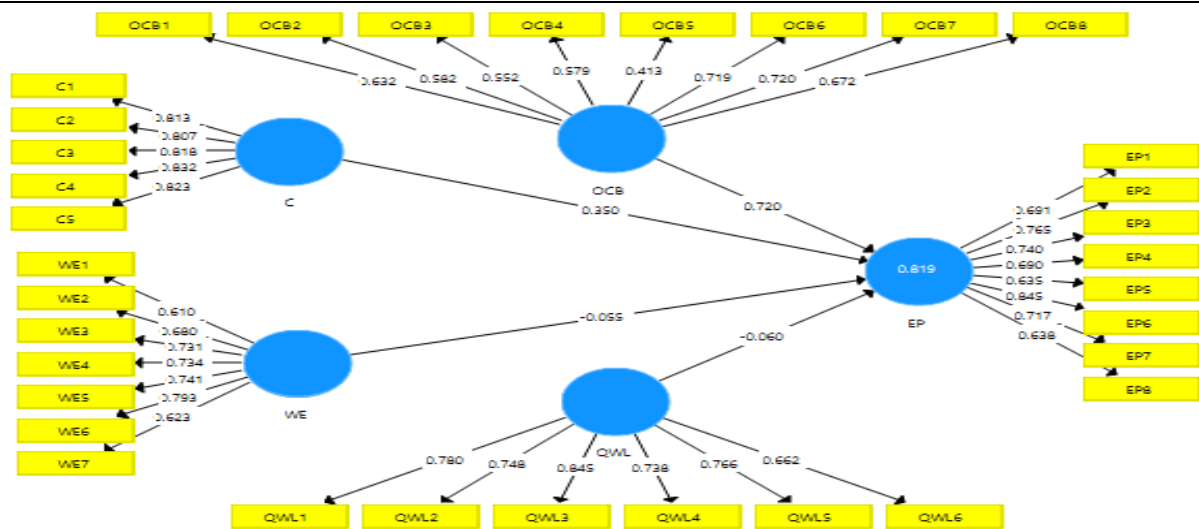


Figure 2. Structural Model

Outer Loading

Table 2. Outer Loading

Variable	Item	Outer Loading	Description
Communication (X1)			
Mangkunegara (2016) in (L. M. Hasibuan, 2022)			
I can understand messages and take action in accordance with the content of messages communicated by leaders/superiors..	C1	0,808	Valid
My daily communication process takes place in a pleasant atmosphere.	C2	0,817	Valid
My current communication process is able to influence the attitudes of other employees at work.	C3	0,808	Valid
Current communication is able to create good relationships between employees.	C4	0,837	Valid
If there are obstacles at work, I always ask for feedback from other employees/superiors.	C5	0,820	Valid
Work Ethic (X2)			
Sinamo (2011) in (Marisi Butarbutar, 2021)			
I am always disciplined in following the rules set by the company	WE2	0,652	Valid
I always do my work with full responsibility	WE3	0,737	Valid
I always do my work with enthusiasm	WE4	0,724	Valid
I always perform my work with integrity	WE5	0,763	Valid
I always strive to work hard to complete my work	WE6	0,804	Valid
I find that working hard is very satisfying	WE7	0,624	Valid
Quality of Work Life (X3)			
Mawu (2018) in (Naibaho, 2024)			
I feel that I have job security at this institution	QWL1	0,773	Valid
I believe that all employees are treated fairly regardless of gender, religion, or other background	QWL2	0,726	Valid
I feel that my compensation is commensurate with my responsibilities and performance at work	QWL3	0,856	Valid
I have sufficient opportunities to develop my skills through training and development provided by the company	QWL4	0,752	Valid
I feel that my opinions and input are valued in the decision-making process at work	QWL5	0,790	Valid
Organizational Citizenship Behavior (X4)			
(Podsakoff <i>et al.</i> , 2000)			
I help coworkers who are having difficulty completing their tasks without being asked	OCB1	0,631	Valid

I attend meetings or organizational activities that are not mandatory to contribute to the progress of the Foundation	OCB6	0,768	Valid
I participate in training or learn new things to improve my skills and work abilities	OCB7	0,737	Valid
I help colleagues who are having difficulty completing their tasks without being asked	OCB8	0,818	Valid
Employee Performance (Y) Robbins (2016) in (Safitri, 2022)			
The results of my work always meet the set targets	EP3	0,818	Valid
I can complete the tasks that are my responsibility with satisfactory results	EP4	0,743	Valid
I am very mindful of punctuality and the perfection of my work results	EP7	0,782	Valid
I always complete the work that has been assigned to me within a certain period of time	EP8	0,692	Valid

Source: SmartPLS 3.0

Certain indicators were removed based on the outer loading test results in Table 2. Indicators such as KK1, KK2, KK5, KK6, EK1, QWL 6, and OCB2 through OCB5 did not meet the standard and were removed in order to maintain the measurement's construct quality. After this refinement, the indicators associated with the Communication, Work Ethic, Quality of Work Life, and Organizational Citizenship Behavior constructs showed outer loading values in the range of 0.624 through 0.856, reflective of the outer loading standard of 0.60 necessary in PLS-SEM. Hair *et al.*, (2021) stated that indicators with outer loading values above 0.60 can still be retained as long as they do not reduce the Average Variance Extracted (AVE) or Composite Reliability values and remain theoretically relevant. Thus, all remaining indicators were declared to meet convergent validity and construct reliability, so that the research instrument was suitable for use in the structural model testing stage.

Construct Validity and Reliability

The results from Table 3 concerning the validity and reliability tests indicate that the research tool has successfully met the standards for these tests. Composite reliability is an indicator of the internal consistency of some of the internal indicators of a particular construct, while Cronbach's alpha is an indicator of the reliability of an instrument, and is based on the degree of consistency among the responses to the various indicators. On the other hand, rho_A is an indicator of reliability which takes into account the weights of the indicators in the PLS model. Then, average variance extracted (AVE) measures the extent to which a construct accounts for the variance of its indicators. The results of the tests showed that all of the variables were valid and reliable, since the AVE values were all ≥ 0.50 , the Composite Reliability was all ≥ 0.70 , the Cronbach's Alpha was all ≥ 0.70 , and the rho_A was all ≥ 0.70 . (Hair *et al.*, 2021).

Table 3. Construct Validity and Reliability

Variable	Cronbach's <i>alpha</i>	<i>rho_A</i>	Composite Reliability	Average Variance Extracted (AVE)
Communication (X1)	0,820	0,880	0,910	0,670
Work Ethic (X2)	0,820	0,840	0,865	0,518
Quality of Work Life (X3)	0,841	0,858	0,886	0,609
Organizational Citizenship behavior (X4)	0,730	0,759	0,829	0,550
Employee Performance (Y)	0,755	0,759	0,845	0,578

Source: SmartPLS 3.0

Discriminant Validity

Table 4. Fornell-Larcker Criterion

WE	C	EP	OCB	QWL
WE	0,720			

C	0,708	0,818			
EP	0,586	0,718	0,760		
OCB	0,507	0,526	0,755	0,742	
QWL	0,703	0,578	0,537	0,554	0,781

Source: SmartPLS 3.0

Discriminant validity testing was conducted to ensure that each variable in the model had clear differences from other variables so that each construct was accurately measured by the appropriate indicators. In this study, the Fornell-Larcker Criterion was used to check for discriminant validity, which involves assessing the square root of the Average Variance Extracted (AVE) for each variable in relation to the correlation among the constructs. It is generally accepted that a variable has discriminant validity if the AVE square root value of the variable, which is located on the diagonal, is greater than the correlation that this variable has with the other variables. Based on the results presented in Table 4, the Fornell-Larcker values for each variable are Employee Performance 0.760, Communication 0.818, Work Ethic 0.720, Quality of Work Life 0.781 and Organizational Citizenship Behavior 0.742, are all greater than the correlation values among the constructs. Therefore, it can be concluded that all variables in this study had no other measurement overlaps with one another and had indeed met the standards for discriminant validity.

R-Square Analysis

Table 5. R Square Analysis

	<i>R-square</i>	<i>R-square adjusted</i>
Employee Performance (Y)	0,713	0,701

Source: SmartPLS 3.0

The results of the analysis in Table 5 show that the Employee Performance (Y) construct has an R-square value of 0.713 and an Adjusted R-square of 0.701. This means that the variables of Communication, Work Ethic, Quality of Work Life, and Organizational Citizenship Behavior are able to explain 71.3% of the variation in Employee Performance, while the remaining 28.7% is influenced by factors outside the research model. Based on the criteria of Hair *et al.*, (2021), an R-square value of 0.713 falls into the moderate to substantial category, so it can be concluded that the research model has good explanatory power for Employee Performance. The relatively small difference between the R-square and Adjusted R-square values also indicates that the model is quite stable, and the independent variables used provide a consistent contribution in explaining the variation in Employee Performance.

Hypothesis Test Results

Table 6. Hypothesis Test Results

	Original sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
C -> EP	0,435	0,411	0,077	5,656	0,000	Accepted
WE -> EP	0,031	0,033	0,069	0,451	0,652	Rejected
QWL -> EP	-0,027	-0,027	0,088	0,310	0,757	Rejected
OCB -> EP	0,526	0,547	0,086	6,137	0,000	Accepted

Source: SmartPLS 3.0

The analysis indicated that the Communication (K) variable positively affects Employee Performance (KK) with an original sample of 0.435 with T-statistics of 5.656 (> 1.96) and p-value 0.000 (< 0.05) and thus the hypothesis was proven. On the other hand, there is the variable Work Ethic (EK) which is positively but insignificantly affects

Employee Performance. This is implied by the original sample of 0.031, T-statistics of 0.451, with a p-value of 0.652 which is thus the hypothesis is disproved. It is also found that the variable Quality of Work Life (QWL) does not significantly impact Employee Performance having an original sample of -0.027, T-statistics of 0.310, and a p-value of 0.757 and thus the hypothesis is disproved. On the contrary, the variable Organizational Citizenship Behavior (OCB) is significantly impacting positively and so the hypothesis is supported with an original sample of 0.526, T-statistics of 6.137 and p-value of 0.000. With this, the result depicts that in the research model Communication and OCB are the most valuable in their contribution towards enhancement of Employee Performance. However, Work Ethic and QWL are proven not to have a marked impact.

DISCUSSION

H1: The Effect of Communication on Employee Performance

The results of the study indicate that communication has a positive and significant effect on the performance of employees at Hotel Java Heritage Purwokerto, suggesting that the quality of communication within an organization plays an important role in supporting performance achievement. This is reflected in the communication indicators used in this study, namely ease of obtaining information, intensity of communication, effectiveness of communication, level of understanding of information, and changes in work behavior. When employees can easily obtain information and clearly understand work instructions, work errors can be minimized and task implementation becomes more focused. Good communication intensity and effectiveness also encourage coordination between employees and between departments, so that work can be completed on time and in accordance with established standards.

These findings are in line with Expectancy Theory proposed by Vroom (1964), whereby employees will perform better when they clearly understand the relationship between effort, performance, and expected results. Effective communication helps reinforce employees' belief that their efforts will result in good performance (expectancy), and that this performance has clear consequences for them (instrumentality). The results of this study are also supported by previous research which found that effective organizational communication, particularly in terms of clarity of information and understanding of task s, has a positive effect on employee performance. (Paulus *et al.*, 2022; Ningrum *et al.*, 2024).

H2: The Effect of Work Ethic on Employee Performance

The results show that while the work ethic of employees at Hotel Java Heritage Purwokerto positively impacts performance, that effect is statistically minimal. This performance work ethic was measured as the internal individual factors of motivation, and personal work values/influence of work culture. This indicates that employees show decent work values and motivation, however these factors do not reach the threshold in positively influencing employee performance.

When viewed from the Expectancy Theory proposed by (Vroom, 1964), employees will be motivated to improve their performance if they believe that their efforts will produce good performance and that this performance will bring valuable results or consequences for themselves. The results of this study differ from previous studies conducted by (Suri and Kapuas, 2023; Salsabila, 2021) which found a positive and significant influence of work ethic on employee performance, which may be influenced by differences in organizational characteristics and work systems in the research objects.

H3: The Effect of Quality of Work Life on Employee Performance

The results indicate that job quality ineffectually affects workers' efficiency at Hotel Java Heritage Purwokerto. QWL in this study was measured through indicators of work comfort, fairness and equality, salary and benefits, opportunities for skill development, and employee participation in decision making. These results indicate that the fulfillment of these aspects has not been directly interpreted by employees as a factor that drives performance improvement.

When viewed from Expectancy Theory (Vroom, 1964), these findings show that employees do not yet have a strong belief that improving the quality of work life will lead to a direct improvement in performance. Within this theoretical framework, the relationship between work effort, performance, and expected outcomes needs to be understood simultaneously; if employees do not yet see that an improvement in QWL will actually improve work outcomes or bring valuable consequences for them (Ratnawati *et al.*, 2024). These findings are not in line with previous studies by (Riskawati *et al.*, 2023; Kurniawati, 2024) which state that quality of work life has a positive and significant effect on employee performance.

H4: The Effect of Organizational Citizenship Behavior on Employee Performance

The results of this study indicate that Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance at Hotel Java Heritage Purwokerto. These findings show that when employees voluntarily help their coworkers, maintain harmonious working relationships, and continue to perform their duties according to the rules even without direct supervision, the work process becomes smoother and more coordinated.

J When viewed from the Expectancy Theory proposed by (Vroom, 1964), these results show that employees view additional efforts made outside of their formal duties as something that has a direct impact on the smooth running of work and the achievement of work results. When employees feel that their voluntary contributions facilitate task completion and are responded to positively by the work environment, their belief that these efforts are valuable becomes stronger (Darmawan *et al.*, 2025). These findings are in line with the results of studies (Kharismasyah *et al.*, 2021; Safrida *et al.*, 2024) confirm that OCB behavior plays an important role in supporting employee performance through cooperation and voluntary involvement.

CONCLUSION AND RECOMMENDATIONS

This study shows that communication fosters positive performance of employees at Hotel Java Heritage Purwokerto which shows that the performance improves as the communication improves. The positive impact of work ethic and performance, though, is not substantial which shows that the improvement of work is not enough to improve the performance. On the other hand, lack of influence that Quality of Work Life shows means that the work life of the employees should be on a higher level of quality to impact the performance. On the other hand, Organizational Citizenship Behavior is shown to positively impact performance to a considerable extent which shows that the unrestricted behavior that is not part of the formal duty fosters higher output and quality of work in meeting the basic duties.

Based on these findings, Hotel Java Heritage Purwokerto needs to continue strengthening its internal communication system through clear information delivery, proper coordination, and effective feedback mechanisms, given that communication has been proven to be a significant factor in performance improvement. Although work ethic has not shown a significant influence, the company still needs to provide guidance, training, and motivation to foster positive values in the work environment. In addition, although QWL has no significant effect, efforts to improve work comfort, time balance, and opportunities for self-development remain important to support employee welfare. For OCB, which has a significant effect, management needs to ensure that voluntary behavior remains focused and continues to support the achievement of main tasks, for example through rewards, recognition, and workload adjustments.

For encapsulating Hospitality Management, further studies should include a larger sample size, adding on to only a single hotel so that marketing research findings are more precise and applicable to numerous entities. Future studies could include additional variables that might have a direct or indirect influence on employee productivity. Future studies are expected to contribute to a greater extent and to be more constructive on a wider scope with an increase in the level of depth of analysis on the theoretical and practical facets of the management of human resources in the domain of hospitality.

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