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The importance of supervisor support to improve employee performance and retention in 5-star hotels in Bali

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Abstract. The purpose of this research is to analyze the importance of supervisor support in motivating the work of operational employees and its implications for employee performance and retention in 5-star hotels in Bali. The problem in this research is how important supervisor support is in improving employee performance and retention and what the implications are. The population of this study was all permanent employees of 5-star hotels in Bali. A sampling of 5-star hotels used sampling areas, namely in Badung and Gianyar Regencies. The number of research respondents was 125 people, determined by purposive sampling. Data collection techniques through observation, interviews, and research questionnaires. Quantitative descriptive analysis is used to see the current condition of supervisors based on supervisor support, work motivation, performance, and employee retention so that it is known the importance of supervisor support in improving the performance and retention of 5-star hotel employees in Bali in the future. The results showed that supervisors' support increased employee performance and retention with an average value in the interval 4.21-5.00. This means that supervisors support employee motivation, which affects high employee performance and retention.

Keywords. supervisor support; work motivation, work performance; Employee retention

1. Introduction

One of the tough challenges hotel managers face is providing support to employees so they can quickly adapt to the work team [1]. Hospitality industry managers have high expectations for new employees to quickly learn job characteristics to contribute to improving performance and service quality [2]. The hotel industry is a service industry that offers room service, food and beverage providers, and other services to the general public, which are managed commercially [3]. Previous studies have shown that supervisors can assist employees in adjusting to the work environment and improving performance [4].

Ellis et al. have explored the factors that influence employee performance related to the supervisor's key role in motivating his subordinates to improve performance [5]. Supervisor behavior can influence employee job-related behavior, such as task performance, job stress, workplace deviance, and the behavior of work team members. Payne suggested that future research on employees should be more serious regarding implementing supervisory support and its effect on performance and behavior [6]. Especially in the hospitality context, employees in

the hotel work environment are often expected to adapt quickly to hotel operations and significantly contribute to satisfying service quality to guests [2].

Another valuable research question for hotel managers is: "How can managers increase employees' willingness to stay with the company?" More research is needed to focus on employee motivation to stay with hospitality companies [7][9]. In addition to improving employee performance, hotel industry managers must also be able to determine whether employees want to continue working after joining hotel management. This question is fundamental, considering that employees are an essential workforce segment in any hospitality company. With increasing employee turnover intention in the hospitality industry [7], hotel industry managers must exert significant efforts to improve the willingness and ability of employees to continue working, even from the initial stage when employees start joining the company.

One of the main determinants influencing the employee performance adaptation process is employee commitment, which the supervisor's role and behavior can trigger. Supervisor behavior can have a positive or negative effect on the effectiveness of employee performance. If the hotel supervisor can positively influence the employee, then the employee will show tremendous enthusiasm in doing his job. In turn, this can lead to a decrease in the desire to leave the company. Therefore, finding ways to trigger positive employee impact on companies is a valuable issue with many implications for hoteliers [10].

The study also found that perceived supervisory support is crucial in shaping employee performance [11][13]. Perceived supervisory support describes the extent to which an employee feels that a supervisor voluntarily provides resources and assistance. Empirical studies also support the assumption that perceived supervisory support can lead to positive attitudes and behavior. Chandra Setiawati and Lieli Suharti found that superior support positively affects employee motivation [14]. The support from superiors and colleagues strongly influences the high motivation of employees to work. According to Carl et al. [15][16], a supportive supervisor will positively impact employees by reducing work boredom, allowing employees to tolerate workload, increasing work motivation, increasing employee confidence, reducing employee anxiety, and increasing employee performance expectations.

The company's primary goal is to achieve profits, and Supervisors can make managers' efforts to achieve gains in the short, medium, and long term. Next, to achieve these benefits, survival is needed so that the management can guarantee the company's continuity because a business entity operates in a world with many interrelated interests, even influencing one another.

The hospitality business sector is heavily influenced by human resources, money, time, work methods, procedures, and materials (food, beverages, linen, and equipment). The hospitality business is a business sector that offers services mostly attached to human resource skills. In the hospitality industry, the role of human resources, in this case, the supervisor, is vital. The supervisor manages consumer service, guiding and directing subordinates to achieve organizational goals. In addition, the supervisor also operates work schedules and other technical work and leads or supervises his assistants at work [17]. The next task is to prepare before services are offered to guests or customers. Excellent preparation depends on many factors, including professionalism, knowledge, skills, and the ability to work together and adhere to work processes. Compliance with the process, as usual, is coordinated by someone appropriate with the skills, knowledge, and professionalism more than other employees. In particular, the task of a supervisor at the operational level when the work team is dealing with customers requires harmonization and synchronization in services that customers can accept, such as on time, on target, and size.

The smoothness and good service depend highly on supervisor arrangements that ensure that operations meet the set service standards. Most 5-star hotel employees in Bali (more than 85%) employ local people. Although most of the employees are Balinese, the top management are foreigners. This condition is a challenge for the local community to improve their abilities and skills to compete to achieve a better position in tourism management. The more local people have a better job in hotel management, the more the direct effect of tourism on the Balinese [18].

The experience of researchers when conducting research in conjunction with student monitoring activities for fieldwork practices, it appears that there are still complaints about slow service, employees slow to adapt to work teams, weak superior support, workload problems, work shifts, miscommunication, and little research that focuses on hospitality employee motivation. If an error occurs in operational work, the supervisor must immediately provide direction and even guidance as appropriate. This study focuses on supervisors' performance in motivating active employees at 5-star hotels in Bali and the implications for employee motivation to continue working for the company and improve employee performance.

2. Literature review

2.1 Supervisors Support

Supervisory support is defined as the extent to which leaders value employee contributions and care about well-being [19][20]. Supervisors are considered representatives of the company and are responsible for directing and evaluating subordinates' performance. From the employee's point of view, this will be seen as an indication of company support. Supervisory support influences employees' beliefs about how much supervisors value contributions and care about employee well-being.

Several studies on the relationship between perceived supervisory support and employee performance suggest that future jobs should also focus on past job results and the consequences of perceived supervisory support [12]. The core concept of social exchange theory states that individuals who voluntarily show beneficial behavior to others, for example, if someone helps another person, then that person will return it voluntarily [21].

Thus, based on the arguments of social exchange theory, people tend to exhibit more beneficial behaviors and outcomes, such as increased employee performance, higher job satisfaction, and a greater willingness to work and stay in a company. Park and Jang's findings [12] indicate that higher employee satisfaction is positively related to perceived superior support. Perrot et al. [22] also noted that employees with higher perceived supervisory support tended to provide higher levels of service effectiveness, which could be interpreted to improve performance. In line with previous research, in this study, it is interesting to observe that the supervisor's support felt by employees can provide better performance for the company. In addition, because of higher perceived support from supervisors, employees are more likely to show a greater willingness to work well, even on complex tasks or new assignments. Such an improvement in attitude certainly has implications for better employee performance. Besides that, Hotel employees with higher levels of supervisory support are likely to have increased skills and motivation to continue working for their current employer. The main reason employees leave the company is often due to supervisors' lack of help and care when employees face various obstacles at work. Thus, when employees feel they have more supervisory support, they are more willing to overcome work-related problems and stay in the current company.

2.2 *Work motivation*

Employees doing a job will be kept from the enthusiasm and motivation to work better. Motivation is a psychological process that reflects the interaction or attitudes, needs, perceptions, and decisions that a person experiences. Motivation is the driving force in a person to act. Work motivation is a condition that drives employees to achieve company goals. In this case, a positive relationship exists between achievement motive and work performance [14].

Work motivation from supervisors or employees to work together for the company's business is necessary to achieve the planned goals. Conversely, if the supervisor has excellent work motivation, it guarantees the company's success in achieving its goals. With the help of good encouragement from supervisors, employee performance will increase, and employee turnover rates will be lower.

Employee motivation to work can be seen from how well and hard they work and how they can produce better results. Employees have various reasons, not only motivated by wages or the desire for satisfaction but also the need for achievement at work. The study results also show that some employees already have an inner drive and encouragement from their superiors to get the job done well [14][23].

2.3 *Work Performance Orientation*

Work motivation in the organization is a factor that makes employees aware of the potential for future work performance. Employees with high motivation are expected to show good performance and have low intentions to leave the company. Employees with adequate supervisor support can successfully tackle work-related problems, acquire skills, gain new ideas about the service delivery process, and have a certain degree of flexibility with work schedules. Supervisor support is an integral part of a company's social support system, leading to job motivation and, ultimately, positive job outcomes such as reduced service delivery performance, job performance, and turnover intention.

Supervisors' performance-oriented subordinates pay attention to operational activities regularly and closely monitor the activities of subsidiaries, and feedback is based on employee performance. The results of previous studies indicate that for routine activities, subordinates do not like close supervision. In the case of prominent regular activities, employees may perceive supervision as an unnecessary and redundant control [24]. Intense monitoring of day-to-day activities can inhibit employee freedom, negatively impacting employees' willingness to learn. Supervisors with a performance orientation tend to be coaches and focus on developing the capabilities of their subordinates as a driving factor in achieving company goals when supervisors emphasize the skills and abilities of associates.

2.4 *Employee Retention*

Employee retention is a company strategy to keep potential employees loyal. Employee retention is a must that needs to be done by the company to maintain the best human resources it has. The motivation to stay working for the company is driven by a sense of belonging to the company, and a sense of complementarity between superiors and subordinates is significantly related to the performance of subordinates. On the other hand, dislike between superiors and subordinates can harm performance [10]. Research on emotions as feedback suggests that employees react automatically to certain leadership behaviors or specific events. For example, because a supervisor patiently helps subordinates, subordinates feel happy when a policy helps them understand new work assignments in the hospitality industry.

Meanwhile, the findings on new employees also reveal a positive relationship between efforts to carry out subsequent company tasks. In addition, completing hotel assignments

quickly can get positive attitude encouragement from supervisors, so employees tend to improve their performance. In the new employee onboarding process, the hotel supervisor plays a vital role in facilitating the development and adjustment progress of the new employee [12]. New employees may experience different emotions from the hotel supervisor's influence and kind treatment at other times, such as when providing the necessary assistance and direction to help new employees quickly adapt to the company environment and allocate tasks appropriately [13]. At the operational level, employees, after receiving assistance and direction, tend to rate the hotel supervisor's supportive behavior as a pleasant and happy experience.

According to the theory of emotion systems as feedback [25], supportive behavior will automatically trigger positive emotional reactions in new employees, such as liking, happiness, and pleasant feelings. After experiencing such a beneficial and supportive event, employees tend to remember the positive affective experience for a long time. In turn, this can lead to the formation of positive affect towards the boss. Employees tend to have positive emotions that are triggered by supervisors, which can lead to a higher positive effect on the company. Such circumstances indicate a higher liking for supervisors' companies, a positive attitude toward the tasks given, and tremendous enthusiasm in accepting challenges when working in the hotel industry.

In other words, the emotional appeal of the hotel supervisor motivates employees to stay with the company. A hotel supervisor is someone who can trigger a positive impact on hotel operations by creating an atmosphere of emotional appeal and motivational influence.

3. Research method

The population in this study are all permanent employees at 5-star hotels in Bali. The 5-star hotels used as the research sample are 5-star hotels in Badung and Gianyar Regencies. Determination of the 5-star hotel sample by area sampling considering that the population of 5-star hotels in the two regencies is more dominant than in other regencies. The number of 5-star hotels taken as a sample is 15 in Badung Regency and 3 in Gianyar Regency [26]. Valid sample size according to Hair et al. [28][29] according to the number of indicators multiplied by 5 to 10. Thus, the appropriate sample size is 100-400 [28][29]. This study uses 25 indicators so that the number of respondents is five multiplied by 25.

The research data were obtained from two data sources, namely primary data and secondary data. Preliminary data was obtained by survey method using a structured questionnaire, using a Likert scale with a scale of 5 with criteria: 1 = Strongly disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA) distributed to the target respondents. Secondary data was collected from various sources, such as books, media such as the internet, and relevant previous research journals. Data collection techniques through observation, interviews, and research questionnaires. Quantitative descriptive analysis is used to see the existing conditions of supervisors based on data on supervisor support, work motivation, employee performance, and retention so that it is known how vital supervisor support is to improve employee performance and retention in 5-star hotels in Bali in the future. The research was carried out from April to September 2023.

The determination of categories with descriptive statistical analysis is determined based on the average value using class intervals. According to Riadi [30], the interval class formula is as follows:

$$i = \frac{\text{Max Value} - \text{Min Value}}{K}$$

Note: i = class interval, Max value = maximum value = 5, Min value = minimum value = 1, K = number of classes = 5. The calculation results show that each category's class interval value has a level of 0.8. The categorization of the average value is presented in Table 1.

Table 1. Average Scale and Category

intervals	Criteria	Interpretation of Results
4.21 - 5.00	Strongly Agree	Very Supportive
3.41 - 4.20	Agree	Support
2.61 - 3.40	Neutral/Agree	Enough Support
1.81 - 2.60	Disagree	Does not support
1.00 - 1.80	Strongly Disagree	Very Unsupportive

4. Result and discussion

Concerning research results, this section will discuss the results achieved starting from descriptive statistics related to research data (including respondent characteristics, research variables, validity tests, and data reliability tests), results of hypothesis testing, and discussion of hypothesis testing tested statistically using SPSS 26.

4.1 Characteristics of Respondents

The characteristics of the respondents in this study were used to determine the diversity of respondents based on age and gender.

4.1.1 Characteristics of respondents based on age

The diversity of respondents based on age can be shown in Table 2.

Table 2. Respondents by Age

		frequency	percent	Valid Percent	cumulative percent
Valid	< 30 years	39	31,2	31,2	31,2
	30-34 years	16	12,8	12,8	44,0
	35-39 years	11	8,8	8,8	52,8
	40-44 years	23	18,4	18,4	71,2
	45-49 years	18	14,4	14,4	85,6
	≥ 50 years	18	14,4	14,4	100,0
	Total	125	100,0	100,0	

Table 2 shows that most respondents aged <30 years were 39 people, with a percentage of 31.2%, and the least aged 35-39 were 11 people, with a rate of 8.8%. So, based on the age characteristics of the respondents, most of the respondents were young.

4.1.2 Characteristics of respondents based on gender

The diversity of respondents based on gender can be shown in Table 3.

Table 3. Respondents by Gender

		frequency	percent	Valid Percent	cumulative percent
Valid	Male	71	56,8	56,8	56,8
	Female	54	43,2	43,2	100,0
	Total	125	100,0	100,0	

Based on the gender characteristics of the respondents in Table 3, there were 71 male respondents with a percentage of 56.8% and 54 female respondents with a rate of 43.2%.

4.1.3 Data Validity and Reliability Test

Testing the data's validity is used to determine how valid each question item is in the questionnaire. Testing the validity of using the Pearson Product Moment technique with the help of SPSS 26 is done by calculating the correlation between the values obtained from the questions. Essential decision-making in this validity test is if the r -count value $>$ r -table. Each question item in the questionnaire significantly correlates with the total score (question items are declared valid). Meanwhile, if the value of r -count $<$ r -table, then each question item in the questionnaire has no significant correlation with the total score (question items are declared invalid). The r -table value with the number of respondents $n = 125$ is 0.176.

Table 4. Validity Test

Variable	Question Items	r count	r table (125)	Sig.	Interpretation
Supervisor Support	1	.763	0.176	0.000	Valid
	2	.723	0.176	0.000	Valid
	3	.678	0.176	0.000	Valid
	4	.658	0.176	0.000	Valid
	5	.744	0.176	0.000	Valid
	6	.691	0.176	0.000	Valid
Motivation	1	.710	0.176	0.002	Valid
	2	.701	0.176	0.000	Valid
	3	.711	0.176	0.000	Valid
	4	.760	0.176	0.000	Valid
	5	.802	0.176	0.000	Valid
	6	.762	0.176	0.000	Valid
	7	.771	0.176	0.000	Valid
	8	.759	0.176	0.000	Valid
	9	.687	0.176	0.000	Valid
	10	.684	0.176	0.000	Valid
Employee Performance	1	.692	0.176	0.000	Valid
	2	.752	0.176	0.000	Valid
	3	.802	0.176	0.000	Valid
	4	.745	0.176	0.000	Valid
	5	.657	0.176	0.000	Valid
Employee Retention	1	.462	0.176	0.000	Valid
	2	.694	0.176	0.000	Valid
	3	.674	0.176	0.000	Valid
	4	.651	0.176	0.000	Valid

A validity test using a sample of 125 and a significance level 0.05 obtained r count $>$ r table. Thus, it can be concluded that the validity test in this study was declared valid because r count $>$ r table and the significance level was $<$ 0.05. The reliability test is used to determine the consistency of measuring instruments and to show how far these measuring instruments can be trusted and relied upon in research. In this study, the reliability test used Cronbach's Alpha formula with the help of SPSS 26, then the alpha (α) results were interpreted as in Table 5. If the calculated alpha (α) level is $>$ 0.70, the measuring instrument has a high level of reliability [31], and the SPSS output results are as follows:

Table 5. Reliability Test

Variable	Reliability Statistics	
	Cronbach's Alpha	Interpretation
Supervisor Support	.881	Reliable
Motivation	.921	Reliable
Employee Performance	.881	Reliable
Employee Retention	.882	Reliable

In the Cronbach's Alpha column, there are numbers 0.881, 0.921, 0.881, and 0.882, which means that the results of the reliability calculation are greater than 0.70, so it can be concluded that the research instrument has a good level of reliability.

4.2 Descriptive statistics

Descriptive statistics on supervisor support are presented in Table 6. Table 7 presents descriptive statistics on employee motivation, Table 8 shows descriptive statistics on employee performance, and Table 9 presents descriptive statistics on employee retention.

Table 6. Supervisor Support

Statement	Response					Mean	Interpretation
	SD	D	N	A	SA		
Supervisors pay attention to the welfare of employees.	0	0	4	37	84	4.64	Very Supportive
Supervisors provide flexibility regarding work schedules.	0	0	10	33	82	4.58	Very Supportive
Supervisors pay attention to the overall job satisfaction of employees.	0	0	8	42	75	4.54	Very Supportive
Supervisors are willing to help employees when employees need special assistance.	0	0	5	53	67	4.50	Very Supportive
If an employee decides to leave work or the company, the supervisor tries to persuade them to stay.	0	0	23	40	62	4,31	Very Supportive
Supervisors provide positive support so that employees can show their best performance.	0	0	22	54	49	4,22	Very Supportive

Table 6 shows that the answers of respondents who stated that they strongly agreed related to the supervisor's statement paid attention to the welfare of employees by 67%. Associated with supervisors provides flexibility related to work schedules by 66%. Supervisors pay attention to employee job satisfaction by 60%. Supervisors are willing to help employees when employees need special assistance by 54%. Furthermore, supervisors try to persuade him to continue working with the company if an employee decides to stop working or leave the company, and supervisors provide positive support so that employees can show their best performance, confirmed by 39%.

All aspects that reflect supervisor support with an average value are in the interval 4.21-5.00; it is proven that all research instruments are confirmed with a very high category, which means that supervisor support has a powerful influence on employee motivation. However, positive attention and support from a supervisor towards subordinate employees and their work team needs attention and is intensified to build employee morale.

Table 7. Employee Motivation

Statement	Response					Mean	Interpretation
	SD	D	N	A	SA		
Always passionate about doing work.	0	0	3	29	93	4.72	Very high
Always try and focus on doing the job.	0	0	2	31	92	4.72	Very high
Always full of calculations to complete work based on goals.	0	0	5	48	72	4.54	Very high
Willing and responsible for the additional working hours provided at the workplace.	0	0	12	58	55	4,34	Very high
Always trying to make work productivity more than colleagues.	0	0	11	47	67	4.45	Very high
Always reach the target at work.	0	0	12	65	48	4,29	Very high
Supervisors talk optimistically about the future.	0	0	10	47	68	4.46	Very high
Supervisors talk enthusiastically about what needs to be accomplished.	0	0	7	47	71	4.51	Very high
Supervisors speak clearly and precisely about the future vision of the company.	0	0	5	46	74	4.55	Very high
Supervisors convince subordinates and co-workers that goals will be achieved.	0	0	5	49	71	4.53	Very high

Table 7 shows that the answers of respondents who stated that they strongly agreed related to the statement "always enthusiastic about doing work" were 74%. Related to the word "always try and focus on doing work" by 74%. Employees are always calculating to complete work based on a confirmed goal of 58%. Employees willing and responsible for the additional working hours provided at work received a response of 44%. An employee always trying to make work productivity more than his colleagues got a response of 54%. Employees always reach the target at work, getting a response of 38%. Supervisors talk optimistically about the future, with a response rate of 58%. Supervisors speak enthusiastically about what needs to be achieved, getting a response of 57%. Furthermore, the supervisor utters words clearly and precisely regarding the company's future vision, confirmed by 59%. Supervisors convincing subordinates and co-workers that goals will be achieved are confirmed by 57%.

All aspects that reflect employee motivation with an average value are in the interval 4.21-5.00; it is proven that all research instruments are confirmed with a very high category, which means that very high employee motivation influences employee performance and employees still join work with the company. However, aspects related to achieving employee targets at work need further improvement.

Table 8. Employee Performance

Statement	Response					Mean	Interpretation
	SD	D	N	A	SA		
I...							
Interact with customers better than others.	0	0	19	37	69	4,40	Very high
Know about the services provided to customers more than others.	0	0	20	44	61	4,33	Very high
Knowing what customers expect is better than others.	0	0	20	48	57	4.30	Very high
Feel confident when doing work without making mistakes.	0	0	10	49	66	4.45	Very high

An employee with the best performance.	0	0	7	49	69	4.50	Very high
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Table 8 shows the respondents' answers who strongly agreed concerning employees with the best performance 55%. Related to the interaction of employees with customers by 55%. Employees who know about the services provided to customers get a response of 49%. Furthermore, employees understand what customers expect, get a reply of 46%, and employees feel confident when doing work without making confirmed mistakes 53%.

All aspects that reflect employee motivation with an average value are in the interval 4.21-5.00; it is proven that all research instruments are confirmed with a very high category, which means that employee performance is very high. However, employees' knowledge, skills, and attitudes related to meeting customer expectations need attention.

Table 9. Employee Retention

Statement	Response					Mean	Interpretation
	SD	D	N	A	SA		
The formal relationship between employees and supervisors is perfect.	0	0	2	50	73	4.57	Very high
Informal relations between employees and supervisors are excellent.	0	0	5	49	71	4.53	Very high
Employees' comfort with the company and the work environment is excellent.	0	0	6	41	78	4.58	Very high
I feel very sorry when I leave work.	0	0	13	39	73	4.48	Very high

Table 9 shows that the answers of respondents who strongly agreed with the statement about the formal relationship between employees and supervisors were excellent at 58%. The information about the informal relationship between employees and supervisors received a tremendous response of 57%. Furthermore, the comfort employees feel with the company, and their work environment is excellent, confirmed by 62%, and employees feel very sorry if they leave work, approved by 58%.

All aspects that reflect employee retention with an average value are in the interval 4.21-5.00; it is proven that all research instruments are confirmed with a very high category, which means very high employee retention. However, aspects of the informal relationship between employees and supervisors need attention.

5. Conclusion

Supervisors pay attention to the welfare of employees, with an average value of 4.64. Supervisors provide flexibility related to work schedules with an average value of 4.58. Supervisors pay attention to employee job satisfaction, with an average value of 4.54. Supervisors are willing to help employees when employees need special assistance, with an average score of 4.50. Furthermore, supervisors try to persuade to continue working with the company if an employee decides to stop working or leave the company with an average value of 4.31, and supervisors provide positive support so that employees can show their best performance, confirmed by the average value of 4.22.

Employees are always enthusiastic about doing work, with an average value of 4.72. Regarding employees always trying and focusing on doing work with an average value of 4.72. Employees always calculate to complete work based on confirmed goals, with an average value of 4.54. Employees are willing and responsible for the additional working hours provided at the workplace, with an average value of 4.34. An employee always tries to make work productivity

more than his colleagues, with an average value of 4.45. Employees consistently achieve targets at work with an average value of 4.29. Supervisors speak optimistically about the future, with an average score of 4.46. Supervisors talk enthusiastically about what needs to be achieved, with an average score of 4.51.

Furthermore, the supervisor utters words clearly and precisely regarding the company's future vision, which is confirmed with an average value of 4.55, and supervisors convince subordinates and co-workers that goals will be achieved with an average value of 4.53. Employees with the best performance, with an average value of 4.50, can interact with customers with an average value of 4.40. Furthermore, employees know the services provided to customers with an average value of 4.33. Employees know customer expectations, with an average value of 4.30, and employees feel confident when doing work without making mistakes, with an average value of 4.45. All aspects that reflect employee motivation affect employee performance with an average value in the interval 4.21-5.00, which is a very high category, which means that employee motivation influences employee performance very highly. However, aspects related to achieving employee work targets need further improvement.

The formal relationship between employees and supervisors has an average value of 4.57, while the informal relationship between employees and supervisors has an average value of 4.53. Furthermore, employees feel comfortable with the company and work environment with an average value of 4.58, and employees feel very sorry if they leave work with an average value of 4.48. All aspects that reflect work motivation affect employee retention with an average weight in the interval 4.21-5.00, which is a very high category, which means that employee motivation affects employee retention very highly. However, informal relations between employees and supervisors need to be maintained.

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