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Communication, Leadership, and Work Environment in Employee Performance

Gede Alit Tri Guna[1], Made Ary Metriana[2], Komang Krisna Heryanda[3]
[1,2,3] Universitas Pendidikan Ganesha, Bali, Indonesia

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ABSTRACT

Employee performance remains a critical challenge for hospitality organizations due to the high demands of service quality and internal organizational dynamics. This study addresses performance issues related to communication effectiveness, leadership practices, and the work environment, with the objective of analyzing the influence of these factors on employee performance in a hotel setting. The research applied a quantitative approach using a survey method, involving all employees of the hospitality organization as research participants. Data were collected through structured questionnaires and analyzed using multiple linear regression to examine both partial and simultaneous effects of communication, leadership, and the work environment on employee performance. The results indicate that communication, leadership, and the work environment each have a positive and significant effect on employee performance, both individually and collectively. Effective communication improves coordination and task clarity, leadership enhances motivation and direction, and a supportive work environment increases comfort and work engagement. These findings emphasize the importance of integrated managerial strategies that strengthen internal organizational factors. The study concludes that improving communication quality, leadership effectiveness, and workplace conditions is essential to enhancing employee performance and sustaining service excellence in the hospitality industry.

Corresponding Author:

Gede Alit Tri Guna
Universitas Pendidikan Ganesha
Email: igdalit3guna@gmail.com

1. INTRODUCTION

Employee performance plays a pivotal role in determining organizational effectiveness, particularly in hospitality organizations where service quality is closely linked to human interaction. Hotels operate in highly competitive environments that demand consistent service excellence, responsiveness, and interpersonal competence. However, many hospitality organizations continue to experience performance inconsistencies arising from internal organizational factors rather than technical limitations. These challenges

highlight the need to examine employee performance from a managerial and human-centered perspective that emphasizes internal communication, leadership practices, and workplace conditions.

One of the most critical internal factors influencing employee performance is organizational communication. Effective communication ensures clarity of roles, coordination of tasks, and alignment between organizational goals and individual responsibilities. In service-oriented organizations, ineffective communication often results in service delays, misunderstandings, and reduced employee engagement. Clear and open communication channels are therefore essential to support collaboration and foster a work climate that enables employees to perform optimally. Despite its importance, communication breakdowns remain a common issue in hospitality settings [1].

Leadership also plays a strategic role in shaping employee behavior and performance. Leaders are not only responsible for decision-making but also for motivating employees, managing conflicts, and creating a shared vision within the organization. Inadequate leadership practices may lead to low morale, weak commitment, and high turnover intentions. Conversely, effective leadership can strengthen motivation, encourage accountability, and promote a positive organizational culture. In hospitality organizations, leadership effectiveness is particularly crucial due to the high emotional demands placed on employees [2].

In addition to communication and leadership, the work environment significantly affects employee performance. The work environment encompasses physical conditions, psychological comfort, and social relationships within the workplace. A supportive and well-managed work environment enhances employee satisfaction, reduces work-related stress, and improves overall productivity. In contrast, unfavorable workplace conditions may hinder employee focus and diminish service quality, especially in labor-intensive sectors such as hospitality [3].

Although previous studies have examined the relationships between communication, leadership, work environment, and employee performance, most investigations address these factors separately or focus on manufacturing and public-sector organizations. Limited empirical evidence integrates these variables simultaneously within hospitality contexts, particularly in developing tourism destinations. This study addresses this gap by examining how communication, leadership, and the work environment collectively shape employee performance in a hospitality organization. The findings are expected to contribute to organizational management literature and provide practical insights for improving employee performance through integrated internal management strategies.

2. METHOD

2.1 Research Design

This study employed a quantitative research design using a descriptive–explanatory approach to examine the causal relationships between communication, leadership, and work environment on employee performance. A quantitative approach was selected because it enables systematic measurement of variables and objective analysis of relationships among variables using statistical techniques. The explanatory nature of the

study aims to identify and explain the direction and strength of influence among the independent and dependent variables.

The research framework was constructed to reflect both partial and simultaneous relationships between the independent variables, communication, leadership, and work environment, and the dependent variable, employee performance. Communication, leadership, and work environment were treated as exogenous variables, while employee performance functioned as the endogenous variable. This framework allows for a comprehensive examination of individual effects as well as their combined influence on employee performance.

The conceptual and analytical structure of the study is illustrated in Figure 1, which presents the hypothesized relationships among the research variables. The arrows in the model represent direct causal paths, indicating both partial and simultaneous effects of the independent variables on employee performance. This research design provides a structured basis for hypothesis testing using multiple linear regression analysis.

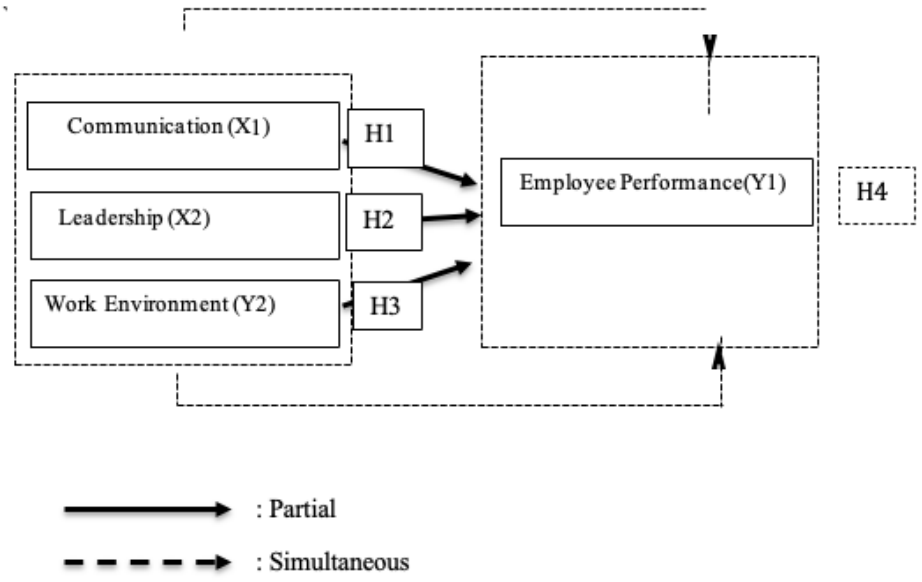

Figure 1. Research Hypothesis Framework

2.2 Population and Sampling Technique

The population of this study comprised all employees working in the hospitality organization under investigation. Employees from various operational units were included to ensure that the data represented diverse roles and responsibilities within the organization. This population was considered appropriate for examining internal organizational factors related to communication, leadership, work environment, and employee performance.

Given the relatively manageable size of the population, this study applied a census (total sampling) technique, in which all members of the population were involved as research respondents. The use of a census approach was intended to minimize sampling bias and to obtain comprehensive information reflecting the actual conditions of the organization. By including all employees as respondents, the study was able to capture a complete and

accurate representation of perceptions regarding internal organizational practices and employee performance.

2.3 Research Variables and Instrument

This study involved four research variables, consisting of three independent variables—communication, leadership, and work environment—and one dependent variable, employee performance. Each variable was operationalized into measurable indicators to ensure clarity and consistency in data collection. The research instrument was developed in the form of a structured questionnaire designed to capture respondents' perceptions of internal organizational conditions and performance outcomes.

All variables were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The use of a Likert scale allowed respondents to express the intensity of their agreement with each statement and enabled quantitative analysis of the data. The questionnaire items were formulated based on the conceptual definitions and indicators of each variable, ensuring alignment between theoretical constructs and empirical measurement. A summary of the research variables, their descriptions, and measurement indicators is presented in Table 1. This table provides an overview of how each construct was operationalized in the study and serves as a reference for the measurement framework used in the analysis.

Table 1. Research Variables and Measurement Indicators

Variable	Description	Measurement Indicators
Communication (X1)	Effectiveness of information exchange within the organization	Understanding, enjoyment, attitude influence, relationship quality, and action
Leadership (X2)	Ability of leaders to guide, motivate, and direct employees	Analytical ability, communication skills, courage, listening ability, and decisiveness
Work Environment (X3)	Physical and psychosocial conditions of the workplace	Physical comfort, work safety, social support, work flexibility, and organizational culture
Employee Performance (Y)	Level of employee task accomplishment and work outcomes	Quality, quantity, timeliness, effectiveness, independence

2.4 Data Collection

Data were collected using a survey method through the distribution of a structured questionnaire to all research respondents. The questionnaire was designed to measure perceptions of communication, leadership, work environment, and employee performance based on the predetermined indicators. Respondents were asked to complete the questionnaire independently, and all responses were treated confidentially to ensure objectivity and accuracy of the data collected.

2.5 Data Analysis

The collected data were analyzed using multiple linear regression analysis to examine the individual and simultaneous effects of communication, leadership, and work environment on employee performance. This analytical technique was selected because it

allows the assessment of the relative contribution of each independent variable to the dependent variable within a single model.

Prior to regression analysis, classical assumption tests were conducted to ensure that the data met the required statistical assumptions. These tests included normality, multicollinearity, and heteroscedasticity tests. The fulfillment of these assumptions indicated that the regression model was appropriate for hypothesis testing.

Hypothesis testing was carried out through partial significance tests (t-test) to evaluate the effect of each independent variable on employee performance and a simultaneous significance test (F-test) to assess the combined effect of all independent variables. In addition, the coefficient of determination (R^2) was used to measure the proportion of variance in employee performance explained by the independent variables. All statistical analyses were performed using appropriate statistical analysis software, and the results were interpreted to address the research objectives.

3. RESULTS AND DISCUSSION

3.1 Validity Test

A questionnaire is considered valid when its items accurately reflect the aspects being measured (Cintana, 2024). In this study, the validity test was conducted using a sample of 30 respondents. The validity of each item was evaluated using the Pearson correlation coefficient, with the critical value obtained from the r-table at a 5% significance level ($\alpha = 0.05$). Based on this criterion, the r-table value was 0.349. Each questionnaire item was deemed valid if the calculated correlation coefficient (r-count) exceeded 0.349 at the 0.05 significance level. The results of the validity testing indicate that all items met the required criteria and are therefore suitable for further analysis. A summary of the validity test results is presented in the corresponding table.

Table 2. Summary of Instrument Validity Test Results

No.	Variable	Item Code	r-count	Remarks
1	Communication	X1.1	0.711	Valid
2	Communication	X1.2	0.619	Valid
3	Communication	X1.3	0.612	Valid
4	Communication	X1.4	0.791	Valid
5	Communication	X1.5	0.866	Valid
6	Leadership	X2.1	0.679	Valid
7	Leadership	X2.2	0.773	Valid
8	Leadership	X2.3	0.617	Valid
9	Leadership	X2.4	0.599	Valid
10	Leadership	X2.5	0.714	Valid
11	Work Environment	X3.1	0.847	Valid
12	Work Environment	X3.2	0.750	Valid
13	Work Environment	X3.3	0.674	Valid
14	Work Environment	X3.4	0.507	Valid
15	Work Environment	X3.5	0.714	Valid
16	Employee Performance	Y1.1	0.742	Valid
17	Employee Performance	Y1.2	0.757	Valid
18	Employee Performance	Y1.3	0.749	Valid
19	Employee Performance	Y1.4	0.778	Valid
20	Employee Performance	Y1.5	0.795	Valid

Table 3. Summary of Instrument Reliability Test Results

No.	Variable	Correlation Coefficient	Remarks
1	Communication	0.798	Reliable
2	Leadership	0.869	Reliable
3	Work Environment	0.716	Reliable
4	Employee Performance	0.856	Reliable

The reliability test results indicate that all research variables have Cronbach's Alpha values exceeding the minimum acceptable threshold, confirming that the measurement instrument demonstrates adequate internal consistency.

3.2 Descriptive Statistical Analysis

The description of respondents' perceptions regarding the research variables was conducted by classifying the average scores of respondents' answers based on a predefined five-point measurement scale. The distribution of respondents' answers follows the assessment range presented in Table 4.

Table 4. Range of Respondents' Answer Assessment

No.	Range	Criteria
1	1.00 – 1.79	Very Poor
2	1.80 – 2.59	Poor
3	2.60 – 3.39	Fair
4	3.40 – 4.19	Good
5	4.20 – 5.00	Very Good

The measurement criteria indicate that the higher the average score obtained, the better the respondents' perceptions toward the corresponding item or variable. The results of the descriptive statistical analysis in this study are presented in the following section.

Table 5. Results of Descriptive Statistical Analysis

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Communication	94	15	22	19.45	2.217
Leadership	94	17	25	22.80	1.312
Work Environment	94	18	23	22.50	1.024
Employee Performance	94	16	22	20.33	2.891

The descriptive statistical results presented in Table 5 can be explained as follows.

1. Communication (X1)

Communication (X1) has a minimum value of 15 and a maximum value of 22. This variable, measured using five statements on a five-point Likert scale, shows a mean score of 19.45 with a standard deviation of 2.217. The standard deviation indicates relatively low variability compared to the mean. When the mean score of 19.45 is divided by the number of items (5), the average item score is 3.89, which falls within the good/high category. Therefore, communication among employees at Kayumas Seminyak Resort can be considered to be at a good level.

2. Leadership (X2)
Leadership (X2) has a score range between 17 and 25. Measured using five statements on a five-point Likert scale, this variable shows a mean score of 22.80 with a standard deviation of 1.321, indicating low variability relative to the mean. Dividing the mean score by the number of items yields an average item score of 4.56, which corresponds to the good/high category. This result indicates that leadership practices at Kayumas Seminyak Resort are perceived to be at a good level.

3. Work Environment (X3)
The work environment (X3) has a minimum value of 18 and a maximum value of 23. Measured using five statements on a five-point Likert scale, this variable shows a mean score of 22.50 with a standard deviation of 1.024, indicating relatively low variability. The average item score is 4.50, which reflects a good level of perceived work environment. These findings suggest that the work environment at Kayumas Seminyak Resort is adequately supportive.

4. Employee Performance (Y1)
Employee performance (Y1) has a minimum value of 16 and a maximum value of 22. Measured using five statements on a five-point Likert scale, this variable shows a mean score of 20.33 with a standard deviation of 2.891, indicating variability that remains lower than the mean. The average item score is 4.07, which falls within the good/high category. Thus, employee performance at Kayumas Seminyak Resort can be considered to be at an adequate and favorable level.

3.3 Normality Test

The normality test aims to assess whether the residuals of the regression model are normally distributed. This study employs the Kolmogorov–Smirnov test, where a significance value greater than 0.05 indicates that the data are normally distributed. Conversely, a significance value less than 0.05 suggests that the data do not follow a normal distribution.

Table 6. Results of the Normality Test

Statistic	Unstandardized Residual
N	94
Kolmogorov–Smirnov Z	0.841
Asymp. Sig. (2-tailed)	0.665

Based on the Kolmogorov–Smirnov test results presented in Table 6, the significance value is 0.665, which is greater than the 0.05 threshold. This indicates that the residuals of the regression model are normally distributed. Therefore, the normality assumption is satisfied, and the data are appropriate for further regression analysis.

3.4 Multicollinearity Test

This study employs Tolerance and the Variance Inflation Factor (VIF) as indicators to identify the presence of multicollinearity in the regression model. Multicollinearity is considered absent when the tolerance value exceeds 0.10, and the VIF value is less than 10.00. The results of the multicollinearity test are presented in Table 7.

Table 7. Results of the Multicollinearity Test

Variable	Tolerance	VIF
Communication (X1)	0.475	2.064
Leadership (X2)	0.572	1.931
Work Environment (X3)	0.772	1.700

Based on the coefficients output in the Collinearity Statistics, the tolerance and VIF values for each independent variable are as follows: Communication (X1) has a tolerance value of 0.475 and a VIF value of 2.064; Leadership (X2) has a tolerance value of 0.572 and a VIF value of 1.931; and Work Environment (X3) has a tolerance value of 0.772 and a VIF value of 1.700. All tolerance values exceed 0.10, and all VIF values are below 10.00, indicating that the regression model does not suffer from multicollinearity. Therefore, the independent variables are sufficiently independent and suitable for further regression analysis.

3.5 Heteroscedasticity Test

The heteroscedasticity test was conducted to examine whether there are differences in the variance of residuals across observations in the regression model. This study applies the Glejser test, which is performed by regressing the absolute residual values on the independent variables. A good regression model is characterized by homoscedasticity, indicating constant variance and the absence of heteroscedasticity. If the significance value exceeds 0.05, the model is considered free from heteroscedasticity; conversely, a significance value below 0.05 indicates the presence of heteroscedasticity. The results of the heteroscedasticity test are presented in Table 8.

Table 8. Results of the Heteroscedasticity Test

Variable	Sig.
Communication (X1)	0.759
Leadership (X2)	0.685
Work Environment (X3)	0.720

Based on the heteroscedasticity test results, the significance (Sig.) values for all independent variables are greater than 0.05. Specifically, Communication (X1) has a Sig. value of 0.759, Leadership (X2) has a Sig. value of 0.685, and Work Environment (X3) has a Sig. value of 0.720. According to the Glejser test criteria, these results indicate that the regression model does not exhibit heteroscedasticity. Therefore, the regression model satisfies the assumption of homoscedasticity and is suitable for further analysis.

3.6 Results of Multiple Linear Regression Analysis

Multiple linear regression analysis is a statistical technique used to examine the relationship and effect of several independent variables on a single dependent variable. In this study, multiple linear regression was applied to analyze the effects of communication (X1), leadership (X2), and work environment (X3) on employee performance (Y). The results of the multiple linear regression analysis are presented in Table 9.

Table 9. Results of Multiple Linear Regression Analysis

Model	Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
1	(Constant)	5.645	2.039	—	2.769	0.009
	Communication (X1)	0.173	0.130	0.214	2.101	0.057
	Leadership (X2)	0.223	0.094	0.312	2.368	0.023
	Work Environment (X3)	0.280	0.080	0.290	2.222	0.037

Based on the results of the multiple linear regression analysis presented in Table 9, the regression constant and coefficients for each independent variable can be interpreted as follows. The constant value of 5.645 indicates that when communication, leadership, and work environment are assumed to be zero, employee performance is predicted to have a baseline value of 5.645. This value represents the initial level of employee performance before considering the influence of the independent variables.

The regression coefficient for communication (X1) is 0.173, indicating a positive relationship between communication and employee performance. This suggests that an improvement in communication is associated with an increase in employee performance, although the significance value indicates that the effect is relatively weaker compared to other variables.

The regression coefficient for leadership (X2) is 0.223, showing a positive and statistically significant effect on employee performance. This result implies that better leadership practices contribute meaningfully to improved employee performance.

The regression coefficient for the work environment (X3) is 0.280, indicating a positive and significant influence on employee performance. This suggests that improvements in the work environment are associated with higher levels of employee performance.

Overall, the regression results demonstrate that communication, leadership, and work environment collectively contribute to explaining variations in employee performance at Kayumas Seminyak Resort.

3.7 Simultaneous Significance Test (F-test)

The F-test is used to examine whether the independent variables jointly have a significant effect on the dependent variable. In this study, the results of the F-test are presented in Table 10, which evaluates the simultaneous effects of communication, leadership, and work environment on employee performance.

Table 10. Significance Test

Model	*Sum of Squares*	*Df*	*Mean Square*	*F*	*Sig.*
Regression	146.596	2	73.298	24.533	.002
Residual	75.689	91	1.992		
Total	222.286	93			

Based on the F-test results, the calculated F-value is 24.533 with a significance level of 0.002, which is lower than the 0.05 threshold. This indicates that communication, leadership, and work environment simultaneously have a significant effect on employee performance. Therefore, the regression model is statistically significant and suitable for analysis and prediction in this study.

3.8 Discussion

The findings of this study demonstrate that communication, leadership, and work environment play important roles in shaping employee performance at Kayumas Seminyak Resort. Effective communication contributes significantly to employee performance by facilitating clear coordination, accurate instruction delivery, and constructive feedback mechanisms. When communication is open, clear, and positive, employees are better able to understand job expectations, adjust their work behavior, and maintain productive interpersonal relationships. A supportive communication climate reduces misunderstandings, accelerates workflow, and enhances collaboration across departments, ultimately improving efficiency and productivity.

Leadership also shows a significant influence on employee performance. Leaders who possess strong analytical skills are able to identify operational problems and make rational decisions that guide employees effectively. Clear communication from leaders ensures that organizational goals and work instructions are well understood, while courage in decision-making fosters confidence and stability within the team. In addition, leaders who demonstrate the ability to listen and act decisively create a sense of trust, fairness, and discipline among employees. These leadership qualities collectively contribute to a structured and professional work environment that supports consistent performance improvement.

Furthermore, the work environment significantly affects employee performance. A well-organized, safe, clean, and supportive workplace enhances both physical comfort and psychological well-being. Favorable physical conditions, positive social interactions, and a supportive organizational atmosphere help reduce work-related stress, increase concentration, and strengthen teamwork. As a result, employees are able to perform their duties more efficiently, accurately, and responsibly. The work environment thus functions not only as a physical setting but also as a contextual factor that shapes employee motivation and productivity.

Taken together, the findings confirm that communication, leadership, and work environment jointly influence employee performance at Kayumas Seminyak Resort. When these factors operate in synergy, employees feel valued, guided, and supported, which increases their motivation to deliver optimal performance. Therefore, strengthening

internal communication practices, enhancing leadership quality, and maintaining a conducive work environment are essential strategies for sustaining employee performance and achieving organizational objectives.

4. CONCLUSION

This study highlights the importance of internal organizational factors in shaping employee performance within the hospitality sector. Overall, the findings demonstrate that leadership quality and a supportive work environment play a central role in fostering employee effectiveness, while communication functions as a complementary factor whose impact depends on its alignment with managerial direction and task clarity. These insights suggest that employee performance is not driven by a single factor, but rather by the interaction between leadership practices, workplace conditions, and communication processes.

The implications of this research are both theoretical and practical. From a managerial perspective, hospitality organizations are encouraged to prioritize leadership development and create a conducive work environment as strategic efforts to enhance performance sustainability. From an academic standpoint, this study contributes to the empirical understanding of how organizational behavior variables interact in service-oriented industries, particularly within the hospitality context.

This research is subject to certain limitations. The study was conducted in a single hospitality organization, which may limit the generalizability of the findings. In addition, the use of a quantitative approach restricts deeper exploration of employees' perceptions and experiences related to communication and leadership dynamics.

Future research is recommended to broaden the research scope by incorporating additional variables such as motivation, job satisfaction, organizational culture, or employee engagement. Employing qualitative or mixed-method approaches would also provide richer insights into the underlying mechanisms influencing employee performance. For the general public and industry practitioners, this research underscores the importance of effective leadership and a healthy work environment in improving service quality, employee well-being, and organizational sustainability within the hospitality industry.

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