The influence of work experience and communication on secretary performance at five-star hotels in Bali

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Abstract

In today's competitive hospitality industry, the performance of secretaries in Five-Star Hotels in Bali plays a crucial role in ensuring seamless guest experiences and efficient hotel operations. Understanding the impact of work experience and communication on their performance is vital for hotel management to optimize productivity and guest satisfaction. This study aims at examining the impact of work experience and communication on the performance of secretaries at Five-Star Hotels in Bali. This study was conducted quantitatively in which the population consisted of 98 secretaries from 50 five-star hotels in Bali that had been registered since 2021. The sample consisted of 98 Executive Secretaries and Departmental Secretaries selected using Saturated Sampling. The primary data were derived from respondents' responses, which were then analyzed using multiple linear regression analysis technique. The data collection process was performed through a Google Form questionnaire. This study reveals that 1) work experience has a positive and substantial influence on secretary performance, 2) communication has a positive and significant influence on secretary performance, and 3) both work experience and communication have a positive and significant influence on secretary performance, as for the guidance that may be given to Five Star Hotels in Bali, particularly the secretarial division, the secretary's excellent performance must be supported by a high level of commitment to performing responsibilities in line with the job description.

Keywords: *Work Experience, Communication, Job Performance, Secretary, Multiple Linear Regression Analysis*

INTRODUCTION

Tourism plays a crucial role in a nation's economic prosperity, as proven by the fact that the tourism industry generates the most foreign currency (Tarwiyah & Parma, 2022). Tourism is Indonesia's largest non-oil and gas industry, as 80 percent of goods and services are often derived from tourism (Pajriah, 2018). It is one of the critical industries that can raise people's income, ultimately improving the nation's economy. The assertion from (Budiyah, 2020) that the tourist sector is one of the sectors with potential market opportunities is supported by the fact that the tourism sector in Indonesia is seeing very rapid expansion, enhancing the national economy. According to Indonesian statistics, the number of foreign tourists visiting Indonesia between January and June of 2020 reached 3.09 million (BPS, 2020). Additionally, tourism stimulates the expansion of infrastructure which is evidenced by the infrastructure supporting tourism, including hotels.

Hotels in the Bali region are one of the enterprises in the tourist sector, which is a crucial sector for economic growth (Lestari & Martadiani, 2021). Bali is one of Indonesia's tourist hotspots where the tourism is developing in line with the tourism industry; therefore, hotels are also experiencing growth. The growth of hotels and vacation homes from year to year begins with the establishment of five-star hotels.

In order to build this consistency and create an organization in a decent hotel, a directed and coordinated effort is required to meet the organization's aims and objectives, specifically to enhance the quality of its human resources (Karomah, 2022). Human resources are viewed as a crucial factor in the development of a firm (hotel) because service quality improvement can only be attained if backed by quality human resources (Noviyanti & Rushadiyati, 2021).

One of the most influential human resources in improving hotel development is its employees (Siregar, Edward, Lubis, & Ginting, 2021). Employees are one of the most important aspects in running a company to achieve the company's vision, mission and goals. Company activities can run continuously so that it requires employees who can work with a high level of loyalty from devoting themselves to the company. Low or high employee performance can be seen from the quality and quantity of employee work. Quality employees usually have skills and are proficient at work so that these employees are able to show high performance. The high performance can be increased by a high-performance work system (HPWS) that serves as an important component that enables firms to become more effective and gain core competitive advantages (Zhang et al., 2018).

The performance of human resources demonstrates that they possess a high work ethic. It is intended that, as a result of efforts to improve the quality of human resources, employee performance would grow, which is beneficial for the company, particularly the performance of secretaries. The secretary is a significant topic in a business or organization (Eldia, 2017). The performance of a secretary also determines the success of achieving the goals expected by the leadership. Therefore, employee performance can influence the individual characteristics of the employee/secretary (Utami, 2021). The performance of secretarial staff in five-star hotels demonstrates that there are still flaws, including inadequate work experience and a lack of vertical and horizontal communication, which is superior to subordinate communication and vice versa, or between employees (Andrayana & Wartana, 2019; Sumerta & Sujadi, 2020). Therefore, to improve the performance of secretarial employees in the tourism industry, it can be improved in terms of work experience and communication between employees, both vertically and horizontally.

The ability to contribute to the workplace is a sign of enhanced performance. (Zainal, 2019) found that the prototypes/examples derived from the outcomes of employee performance assessments demonstrate a reciprocal relationship between education level, job experience, and employee performance at the workplace. The reciprocal relationship is reinforced by the fact that job experience can enhance employee performance (Purwantini & Brotojoyo, 2021). This indication appeals to the tourism sector (hotels) by knowing employees' education level and work experience. It is because a high level of education and good work experience will support employee performance in completing every job assigned by the tourism sector where they work. In other words, factors that affect employee performance are backed by their education level and work experience. Moreover, employees who are not high-performing, it is caused by factors of less satisfied employees, low discipline, less work experience and less active communication in the company organization (Siregar et al., 2021).

In addition to job experience, employee communication can influence employee performance. Communication is an activity causing others to interpret a concept, particularly the communicator's intent (Rampengan, Tewal, & Sendow, 2019). Communication among employees can offer the social-emotional benefits needed for the organization to thrive. In particular, interpersonal relationships among employees can be established through vertical and horizontal (Chen & Wei, 2020). A downward communication pattern is frequently utilized for work-related activities in an organization; hence it frequently becomes a source of possible organizational problems (Karomah, 2022). According to Syamsuryaty's earlier research findings, communication can impact a corporation's employee performance (Syamsuryaty, 2019). This indicator urges the hospitality industries (hotels) to determine the amount of employee communication to develop relationships and make employees feel at ease with coworkers. Communication is crucial for the efficient operation of a business. Therefore the researcher is interested in determining the extent to which work experience and communication influence the performance of secretarial staff at five-star hotels in Bali.

In light of the significant role of tourism in Indonesia's economic growth and the pivotal position of hotels, particularly five-star hotels, in the tourism industry, this research seeks to investigate a crucial aspect of hotel operations—the performance of secretarial staff. Recognizing that human resources are essential for a firm's success, this study aims to shed light on the factors influencing secretary performance, specifically work experience and communication. By exploring how these factors impact the performance of secretaries in five-star hotels in Bali, this research endeavours to contribute valuable insights that can aid hotel management in enhancing the quality and efficiency of their secretarial division. Understanding the correlation between work experience, communication, and secretary performance could potentially lead to the development of more effective training and employee support programs, ultimately contributing to improved service quality and guest satisfaction in Bali's prestigious hospitality sector. Therefore, the researcher is interested in determining the extent to which work experience and communication influence the performance of secretarial staff at five-star hotels in Bali.

LITERATURE REVIEW

Secretary Performance

Performance is the result of work that can be accomplished by a person or group of persons inside an organization, in line with their separate authority and responsibilities, to achieve the organization's goals legally, morally, and ethically (Prawirosentono & Primasari, 2017). Performance is the output provided by the functions or indications of a job or profession during a specified period (Sridarmaningrum & Widhiyani, 2018). The performance of employees cannot be viewed and understood as just data to decide the organization's promotions and wages (Sunarka & Bakhtiar, 2019). Work performance of employees is the result of a person's effort or seriousness in carrying out a job entrusted to him with his skills, experience and sincerity in accordance with the responsibilities that have been given to him (Niati, Siregar, & Prayoga, 2021).

The word secretary is derived from the Dutch word secretaries, the English word secretary, the French word secretaire, and the Latin word secretum, which means secret. The word secretary is derived from the Latin word secretum, which denotes officer or trustworthy employee. Therefore, a secretary is a person who assists others with confidential letters, writing, information gathering, and other tasks (Sedarmayanti, 2017). From this definition, it can be deduced that secretarial performance is the quantity of output created by the professional indicator of a secretary in a certain length of time to complete work by executing activities requiring mastery and implementation of scientific theory studied in universities.

Work Experience

According to (Hasibuan & Silvya, 2019) in claiming that experienced individuals are employable candidates. In the selection process, the applicant's job experience should be considered. In addition, the greater the influence of the secretary's performance, the greater the impact of the secretary's work experience, and the

longer and better the secretary's work experience (Noviyanti & Rushadiyati, 2021; Purwantini & Brotojoyo, 2021; Tarwiyah & Parma, 2022). On the basis of this description, the following hypothesis can be drawn:

H1: Work experience has a positive effect on the secretary's performance.

Communication

Communication emphasizes the transfer of meaning; therefore, if no information or ideas are transmitted, there is no communication. The significance of communication based on meaning comprehension is so greater. For communication to be effective, the message must be transmitted and comprehended (Fitriana, Fahmi, & Oktavini, 2019). The more effective and efficient the secretary's overall communication is and the more it is documented, the greater the effect on the secretary's performance (Karomah, 2022; Noviyanti & Rushadiyati, 2021; Rampengan et al., 2019). Based on this description, the hypothesis can be drawn as follows:

H2: Communication has a positive effect on the performance of the secretary.

H3: Work experience and communication simultaneously positively affect the secretary's performance.

METHODS

This study was carried out at Five Star Hotels in Bali, which were divided into many locations, including Denpasar Municipality, Badung Regency, Tabanan Regency, Gianyar Regency, and Karangasem Regency. The research procedure that the writer will undertake is projected to take four months. The respondent's justifications are staff working as General Manager {Executive Secretary and all of the Manager Department}. They are Secretary/Administration as Engineering Secretary (ES), House Keeping Secretary (HKS), Food and Beverage Secretary (F&B) Service, and Front Office Secretary (FO S)}. It includes the Back Office staff, the Human Resources Secretary (HRS), the Sales and Marketing Secretary, and the Financial Control Secretary (FC S). Arikunto (2017: 173) claims that the sample reflects the size and features of the population. If the subject is less than 100, the entire population becomes the research sample. If the subject, however, is greater than 100, you can take 10-15% or 15-25%. Therefore, it found that the population of this study is 98 person of secretaries at 50 Five-Star Hotels. Because it has less than 100 respondents (Arikunto (2017: 173), this study used "Saturated Sampling" to take the entire population as a sample. This study's sample consisted of hotel secretaries, particularly Executive Secretaries and Secretaries/Administration, with as many as 98 participants recruited from 50 five-star hotels in Bali beginning in 2009. The saturation sampling technique was utilized, and 98 participants were chosen as the sample for this research data. Based on these samples, this study uses primary data gathered directly from respondents' responses via a Google Form form. These respondents' answers were then examined using a linear regression analysis test and the SPSS Windows Version 13 application.

Tests of the validity and reliability of this study have been conducted. The validity test ensures that the questionnaire accurately measures the variables you want to investigate and is understandable to all respondents. The questionnaire is considered valid if the statements on it can reveal something that the questionnaire can measure. This validity test was performed using the SPSS 25 for Windows application, and the following criteria were used. If a positive correlation is produced with a big correlation of greater than 0.3, the test findings are a strong construct or valid (Sugiyono, 2018).

The validity test results, as presented in Table 1, demonstrate the reliability and suitability of the variable indicators in this research. The study focuses on three main variables: work experience (X1), communication (X2), and secretary performance (Y) in five-star hotels in Bali. Each of the statement items related to these variables has undergone a rigorous evaluation. For the variable of work experience (X1), the statement items X1.1 and X1.2 have obtained Pearson correlation coefficients of 0.932 and 0.923, respectively. These values surpass the minimum threshold of 0.3, indicating the validity of the items in assessing the work experience of secretaries. Similarly, for the communication variable (X2), all 24 statement items (X2.1 to X2.24) exhibit Pearson correlation coefficients ranging from 0.354 to 0.583, well above the required threshold, thus affirming their validity in measuring communication skills among secretarial staff. Moving on to the variable of secretary performance (Y),

the analysis of 51 statement items (Y1.1 to Y1.51) reflects positive Pearson correlation coefficients between 0.362 and 0.787. These values comfortably exceed the validity threshold, indicating that the selected items successfully capture various aspects of secretary performance within the context of five-star hotels in Bali.

The validity test results provide a strong foundation for this study, affirming the suitability and reliability of the selected indicators for work experience, communication, and secretary performance. With all indicators demonstrating a positive r-count value and a correlation coefficient exceeding the threshold of 0.3, the data's validity is firmly established. This robust validation instills confidence in the researchers, enabling them to proceed with a thorough and accurate analysis to explore the impact of work experience and communication on secretary performance in the specified five-star hotels in Bali. By ensuring the data's validity, the research can draw meaningful and impactful conclusions, offering valuable insights for the hotel industry in Bali. These insights may pave the way for informed decision-making and targeted strategies to optimize secretary performance and overall hotel operations, contributing to the growth and success of the tourism sector in the region.

The reliability test is the extent to which the results of measurements using the same object will produce the same data (Sugiyono, 2018). The reliability test verified the consistency of the research instrument or questionnaire on the results before and after it had been administered. Testing for reliability is assessed by determining the magnitude of Cronbach's Alpha, where an instrument is deemed dependable if its Cronbach's Alpha coefficient is greater than 0.60 (Sugiyono, 2018). The reliability test results, confirm the consistent and dependable nature of the research instrument used in this study. The aim of the reliability test was to assess the extent to which measurements using the same objects produce consistent data. This evaluation is crucial in ensuring the credibility and accuracy of the gathered data. For the variable of work experience (X1), the research instrument comprised two items of questions, and the calculated Cronbach's Alpha coefficient yielded a value of 0.822. This indicates that the instrument is highly reliable, falling within the "Very Reliable" range based on the criterion of reliability.

Similarly, for the variable of communication (X2), which consists of 25 items of questions, the Cronbach's Alpha coefficient was found to be 0.854. This high coefficient signifies a "Very Reliable" instrument, ensuring the consistency of measurements and enhancing the confidence in the data collected. Furthermore, for the variable of secretary performance (Y1), comprising 51 items of questions, the obtained Cronbach's Alpha coefficient was 0.914. This exceptionally high value places the instrument firmly in the "Very Reliable" category, affirming the instrument's consistent and dependable nature.

Overall, the reliability test results demonstrate that each variable in this study—work experience, communication, and secretary performance—can be considered highly reliable, as each has surpassed the threshold of 0.60 for Cronbach's Alpha coefficient. These robust findings further bolster the research's credibility, allowing for more accurate and trustworthy analysis of the influence of work experience and communication on secretary performance in the five-star hotels of Bali. With such dependable data, the research can confidently draw meaningful insights and recommendations to benefit the hotel industry, supporting their efforts in optimizing secretary performance and enhancing overall hotel operations in this vital sector of the tourism industry.

RESULTS AND DISCUSSION

Respondent Characteristics

After tabulating the results of a survey of 98 secretaries of five-star hotels in Bali, it was discovered that the number of male respondents was four individuals or 4.08 percent, and the number of female respondents was 94 people, or 95.91 percent. As a result, female respondents outnumber male responders. Age is also associated with the respondent, in addition to gender. The 31-35 age group, namely 22 people, was the most prominent age group among the 98 respondents to this study (22.44 percent). The results show that the respondents went through a time of maturation before starting their careers as professional secretaries.

Secretaries in Bali's five-star hotels have education levels ranging from SMA/SMK to Diploma 1, Diploma 2, Diploma 3, Diploma 4/S1, and S2. According to the findings of this study, the education of Diploma 4 (applied

science) / S1 secretaries ranks first at 45 percent. The results demonstrate that secretaries have a strong desire to advance to the D4/S1 level, with the ultimate objective of becoming professional secretaries. This research does not exclude work experience. Fifty percent suggests that secretarial employees have 1-5 years of experience. This result demonstrates that the secretary is at the pinnacle of his career; although his work experience is limited, the position held is not necessarily the case because, at this time, he may have held the position of Executive Secretary.

Classical Assumption Test

Multiple linear regression analyses based on ordinary least squares must perform the classical assumption test as a statistical requirement. In OLS, there is only one dependent variable, whereas multiple independent variables exist. According to Ghozali (2018), to verify the accuracy of a model, it is important to test several classical assumptions. Classical Assumption Tests consist of the following:

a. *Normality Test*

This test aimed to assess whether or not the sample was drawn from a regularly distributed population. The residual values of a reliable regression model have a normal distribution. Examining the Normal Probability Plot is a more reliable way of determining whether or not the data distribution is normal as follows:
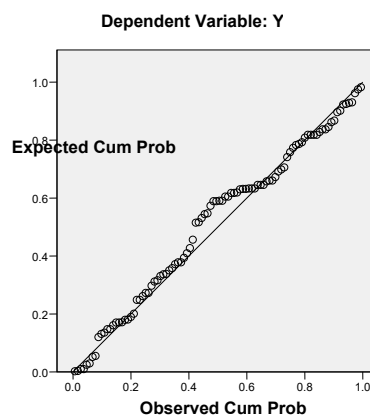

Figure 1: Normality Test

According to the findings of the normality test depicted in image 1, the plotted points follow and approach the diagonal line. If according to the reference, the data follows the diagonal line and the diagonal line's direction, then the regression model satisfies the assumption of normality. Therefore, it may be stated that the study data were regularly distributed and that the research model satisfied the normality assumption.

b. *Multicollinearity Test*

The multicollinearity test is used to see if there are any correlations between independent (free) variables in a research regression model. A good regression model has no relationship between independent variables and is free of multicollinearity. The VIF (Variation Inflation Factor) and Tolerance values can be used to identify the presence or absence of multicollinearity symptoms. Tolerance measures the variability of variables not explained by other independent variables. To identify the presence of multicollinearity, VIF values less than 10.00 and tolerance values more than 0.10 are employed (Ghozali, 2018) as follows:

Tabel 1: Multicollinearity Test

Coefficinets[a]

Model		Unstandardized		Standardized Coefficients				Collinearity Statistics	
	B	Std. Error	Beta		t	Sig. Tolerance		VIF	
1	(Constant)	57.611	11.240		5.125	.083			
	X1	6.037	2.620	.234	2.304	.000		.401	2.494
	X2	.091	.027	.046	2.337	.000		.217	4.616

a. Dependent Variable: Y
Source: Primer Data, 2022

Table 1 reveals that the tolerance value for all independent variables in the study, including work experience, communication, and secretary performance, is greater than 0.10. The calculated VIF value results also indicate an overall VIF value of less than 10. This result indicates that the generated regression model does not exhibit evidence of multicollinearity.

c. *Heterocedasticity Test*

The heteroscedasticity test determines if the variance between data in the regression model is uneven. This test was designed to alert the researcher to any anomalies in the variance observations utilized in the regression model. A decent regression model does not show evidence of heteroscedasticity and does not have a homogenous variant. The SPSS software's heteroscedasticity test findings can be interpreted as follows:
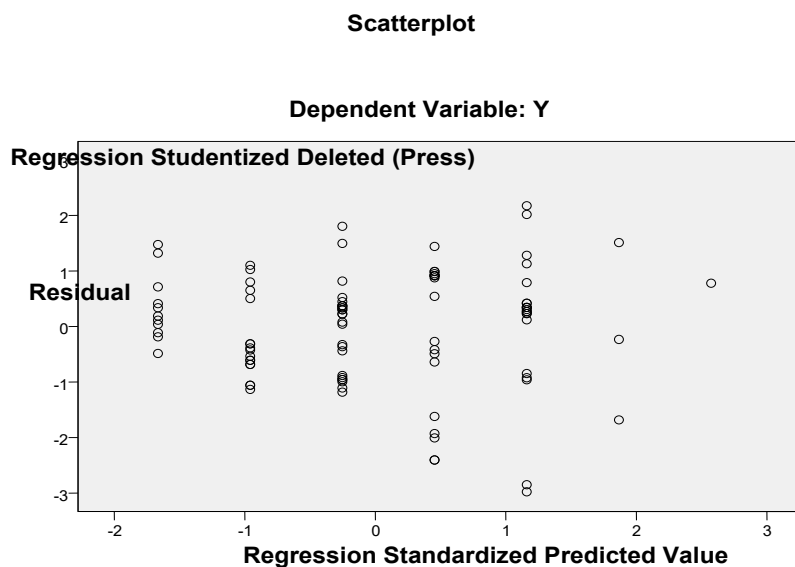
Scatterplot

Figure 2: Heteroscedasticity Test

d. *Autocorrelation Test*

This autocorrelation test seeks to determine whether there is a link between confounding errors in the t period and the previous period in a regression model (t-1). Autocorrelation is the existence of a correlation between two variables. A quality model should lack autocorrelation. This autocorrelation problem frequently occurs with time series data. In this work, the autocorrelation test utilized the Durbin-Watson test. If the results of the Durbin-Watson test fall between dU and four dU, it is indicated that the data lack autocorrelation.

Tabel 2: Multicollinearity Test

Model Summary

| Model | R | R-Square | Adjusted R-Square | Std. Error the Estimated | Change Statistics | | | | | Durbin-Watson |
					R-Square Changed	F-Changed	df1	df2	Sig. F-Changed	
1	,783	,613	,600	23,139	,613	49,58	3	94	,000	2,148

a. Predictors: (Constant), X2, X1
b. Dependent Variable: Y
Source: Primer Data, 2022

The table above shows that the Durbin-Watson value is 2,148, which is above the value of 2, so it can be said that this model does not experience autocorrelation.

Multiple Linear Regression Analysis Test

The multiple Liner analysis methods used in this study is Multiple Linear Regression Analysis to determine the secretary's performance, which influences work experience and communication. The model of the Multiple Linear Regression equation used with the following formula:

Table 3: Multiple Linear Regression Analysis Test

Coefficinets[a]

| Model | | Unstandardized | | Standardized Coefficients | | | Collinearity Statistics | |
	B	Std. Error	Beta		t	Sig. Tolerance	VIF	
1	(Constant)	57.611	11.240		5.125	.083		
	X1	6.037	2.620	.234	2.304	.000	.401	2.494
	X2	.091	.027	.046	2.337	.000	.217	4.616

a. Dependent Variable: Y
Source: Primer Data, 2022

The multiple linear regression analysis conducted in this study aims to determine the factors that influence the performance of secretaries in five-star hotels in Bali. The results are summarized in Table 3, where the regression equation is derived as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$
$$= 57.611 + 6.037 X_1 + 0.091 X_2 + \varepsilon$$

In this equation, Y represents the secretary's performance, X1 represents work experience, X2 represents communication, α is the constant value, $\beta1$ and $\beta2$ are the coefficients for work experience and communication, respectively, and ε represents the error term. The interpretation of the regression equation reveals several significant findings. Firstly, the positive constant value (α) of 57.611 indicates that if both work experience (X1) and communication (X2) are set to zero, the secretary's performance (Y) is expected to be 57.611. This suggests that even without any work experience or communication, there is a base level of performance expected from secretaries.

Secondly, the coefficient value (β1) of 6.037 indicates that an increase in the work experience variable (X1) leads to a corresponding increase in the secretary's performance (Y). This implies that as secretaries gain more years of experience and accumulate knowledge and skills related to their job, their performance tends to improve. Work experience may positively influence aspects such as efficiency, problem-solving abilities, and understanding of hotel operations, thereby contributing to better secretary performance. Thirdly, the coefficient value (β2) of 0.091 illustrates that an increase in the communication variable (X2) also leads to an increase in the secretary's performance (Y). This finding suggests that effective communication among secretarial staff, their colleagues, and superiors plays a crucial role in enhancing secretary performance. Clear and efficient communication fosters a collaborative work environment, where shared goals and objectives are understood, leading to improved overall performance.

In conclusion, the multiple linear regression analysis reveals that both work experience and communication significantly influence the performance of secretaries in five-star hotels in Bali. The study highlights the importance of cultivating experienced and skilled secretarial staff while emphasizing the value of effective communication in optimizing secretary performance. Hotel management can use these insights to devise targeted training programs and strategies to support and empower their secretarial division, ultimately leading to enhanced service quality and guest satisfaction in this vital sector of the hospitality industry.

Hypothesis Test

a. T-Test

The partial statistical test (t-test) determines the extent to which an independent variable significantly affects the dependent variable. In this investigation, significance was determined by assuming that if the Sig t-count value was less than 0.05, then the connection between the independent variables was significant. If the Sig t-count value was greater than 0.05, the association between the independent factors did not affect the dependent variable. Table 4 explains the statistical test results obtained using the SPSS program:

Table 4: T-Test

Coefficinets[a]

Model		Unstandardized		Standardized Coefficients				Collinearity Statistics	
	B	Std. Error	Beta		t	Sig. Tolerance		VIF	
1	(Constant)	57.611	11.240		5.125	.083			
	X1	6.037	2.620	.234	2.304	.000		.401	2.494
	X2	.091	.027	.046	2.337	.000		.217	4.616

a. Dependent Variable: Y
Source: Primer Data, 2022

Regarding the effect of the work experience variable (X1), the t-test revealed a significance level (Sig.) of 0.000, which is lower than the set threshold of 0.05 (ɑ). This outcome indicates a highly significant relationship between work experience and secretary performance. Thus, the first hypothesis, which posited that work experience positively influences secretary performance, is strongly supported. The results of the t-test provide evidence to accept H1, demonstrating that the years of experience, knowledge, and skills accumulated by secretarial staff significantly contribute to their overall performance in the five-star hotels in Bali.

Similarly, for the effect of the communication variable (X2), the t-test showed a Sig. value of 0.000, which is also below the significance threshold. This finding indicates a highly significant positive association between communication and secretary performance. As a result, the second hypothesis, stating that effective

communication positively impacts secretary performance, is robustly supported. The *t*-test results provide compelling evidence to accept H2, highlighting the importance of clear and efficient communication in fostering collaborative work environments and elevating the performance of secretarial staff in the hospitality industry.

In conclusion, the partial regression test (*t*-test) results affirm the statistical significance of both work experience and communication as influential factors affecting the performance of secretaries in the five-star hotels of Bali. The findings reinforce the validity of the research hypotheses, supporting the notion that enhancing work experience and promoting effective communication can lead to improved secretary performance. These insights offer valuable guidance to hotel management, emphasizing the importance of investing in employee development and communication training to optimize the overall efficiency and guest experiences in this critical sector of the tourism industry.

b. *F-Test*

The simultaneous F test is used to examine whether the work experience and communication variables jointly affect the secretary's performance variable. The simultaneous F test is performed by examining the value of Sig. 0.05 (α) indicates that the null hypothesis is not supported; hence, H0 is accepted, or Ha is rejected (Ghozali, 2018). In contrast, if Sig. 0.05 (α) indicates that the hypothesis is supported, H0 is rejected, or Ha is accepted (Ghozali, 2018). The results of the simultaneous F test conducted with SPSS are presented in the table below:

Table 5: F-Test

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	79651.077	3	26550.359	49.586	.000[a]
	Residual	50331.902	94	535.446		
	Total	129983.0	97			

a. Predictors: (Constant), X2, X1
b. Dependent Variabel: Y
Source: Primer Data, 2022

Table 5 demonstrates that the Sig. is less than 0.05 (⍺), or 0.000. Consequently, the F test indicates that the third hypothesis is supported, namely that work experience and communication significantly affect secretary performance. Thus, it can be considered acceptable. Thus, the model is deemed viable for testing and demonstrating that the hypothesis may be continued.

c. Coefficient Determination R^2

The objective of the coefficient of determination (R^2) is to determine the extent to which the independent variable influences the dependent variable. (R^2) is the multiple correlation coefficient. The (R^2) value is used to explain the modified coefficient of determination regression equation since it considers the number of independent variables in the regression model. If the determinant value (R^2) is close to 1, it can be determined that the independent variable substantially affects the dependent variable. The results of the SPSS test for the coefficient of determination are displayed in the following table:

Table 6: Coefficient Determination R² Test

Model Summary

| Model | R | R-Square | Adjusted R-Square | Std. Error the Estimated | Change Statistics | | | | | Durbin-Watson |
					R-Square Changed	F-Changed	df1	df2	Sig. F-Changed	
1	,783	,613	,600	23,139	,613	49,58	3	94	,000	2,148

a. Predictors: (Constant), X2, X1
b. Dependent Variable: Y
Source: Primer Data, 2022

The results of the R² analysis in Table 6 show that the magnitude of R² is 0.600. This result means that variations in the work experience and communication variables can explain 60% of the variation in the secretary performance variable. Meanwhile, the remaining 40% (100% - 60%) can be explained by other factors outside the research model.

Discussion

a. *Work experience has a positive effect on the secretary's performance.*

The test findings indicate that the study's initial hypothesis is correct. 0.000 is less significant than Sig. 0.05. Consequently, H0 is rejected, while H1 is acceptable. This result suggests that the greater the secretary's performance, the greater the duration of service, the level of knowledge and abilities, and the variety of job experience. Consistent with a recent study (Noviyanti & Rushadiyati, 2021) which revealed that work experience has a positive and substantial effect on employee performance, this study found that work experience has a favorable and significant effect on employee performance. This result suggests that a positive work experience will increase employee performance. Similarly, numerous data demonstrate that job experience has a favorable and considerable impact on employee performance (Purwantini & Brotojoyo, 2021; Tarwiyah & Parma, 2022).

Based on the findings of earlier studies, it has been demonstrated that employee performance at five-star hotels in Bali is strongly influenced by job experience. In addition, it can be demonstrated by the positive regression coefficient. This result indicates that to improve the performance of secretaries at Five Star Hotels in Bali, and work experience can be increased through the position of secretary, which has two titles: (1) as Junior secretary with a working period of 1 year to 4 years, and (2) as secretary seniors with five years of experience; this can also be used as a catalyst for achieving high secretarial performance. The performance of a manager secretary increases with his or her level of secretarial experience since the manager secretary has the opportunity to become more familiar with his work, both in terms of understanding the primary responsibilities of his position and undergoing a lengthier learning process.

b. Communication has a positive effect on the secretary's performance.

The test findings indicate that the study's initial hypothesis is correct. 0.000 is less significant than Sig. 0.05. Consequently, H0 is rejected while H2 is acceptable. This result suggests that the greater the secretary's performance, the more effective the communication with coworkers over shared goals and objectives. A recent study (Karomah, 2022) revealed that communication has a positive and substantial effect on employee performance. This study found that work experience has a favorable and significant effect on employee performance. This result suggests that positive communication will affect an employee's performance increase. Similarly, numerous data demonstrate that communication has a favorable and considerable impact on employee performance (Noviyanti & Rushadiyati, 2021; Rampengan et al., 2019).

Based on the findings of earlier studies, it has been demonstrated that employee performance

in five-star hotels in Bali is strongly influenced by communication. In addition, it can be demonstrated by the positive regression coefficient. This result indicates that communication has a role in improving secretaries' performance at Five Star Hotels in Bali. Especially when conversing through the telephone, the secretary should not end the discussion until the other party has said goodbye or offered their greetings. It is also vital to pay attention to the proper manner of dialing the phone so that the other person does not hear a loud bang.

c. *Work experience and communication positively affect the secretary's performance simultaneously.*

The F-test findings indicate that the third hypothesis is correct. 0.000 is less significant than Sig. 0.05. Consequently, H0 is rejected, while H3 is acceptable. This result suggests that the greater the secretary's performance, the greater the work experience and communication. Consistent with a recent study (Rampengan et al., 2019) which revealed that work experience and communication have a positive and substantial effect on employee performance. This statement indicates that the secretary's most recent education will heavily influence the growth or reduction in the secretary's performance, work experience at the hotel, and communication skills with managers, colleagues, employees, and customers in the Five-Star Hotel environment in Bali.

The manager's attempts to increase the secretary's performance can be accomplished by implementing the three components mentioned earlier. By paying attention to the secretary's education, providing possibilities for higher education, or providing training both inside and outside the hotel (on-the-job training), the hotel can help the secretary advance professionally (job training). Conduct open communication by using the information to convey hotel activities to avoid communication distortions and misunderstandings that may limit hotel productivity.

CONCLUSION

Based on the problem and discussion performed in the previous chapter, the result reveals that work experience and communication positively and substantially influence secretaries' performance. As for the guidance that may be given to Five Star Hotels in Bali, particularly the secretarial division, it is suggested that the secretaries' excellent performance must be supported with a high level of commitment to perform responsibilities in line with the job description. Furthermore, with the implementation of good communication by telephone, the secretary should pay more attention to good and polite ways of communicating so that it is pleasant for the parties served.

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