Nexus Synergy: A Business Perspective

The Effect of Job Satisfaction on Employee Performance Study at The Zuri Hotel, Pekanbaru

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ABSTRACT

The purpose of this study is to determine and analyze employee job satisfaction and performance and the effect of job satisfaction on employee performance at The Zuri Hotel Pekanbaru. The research method used is a descriptive and explanatory survey method with a population of employees of The Zuri Hotel Pekanbaru and a sample of 55 respondents using a data analysis method in the form of simple linear regression, namely the SPSS 20 data analysis tool. Then from the results of the study it was concluded that employee job satisfaction is in the high category and employee performance is also in the high category and job satisfaction has an effect on employee performance at The Zuri Hotel Pekanbaru. The coefficient of determination (R^2) of job satisfaction on employee performance is 44.50% while employee performance is influenced by other variables not examined in this study is 55.50%.

INTRODUCTION

In facing the global era, human resources have a big role in determining the progress of an organization (Yenni et al., 2024). Personnel management is very important for organizations in order to manage, organize and utilize employees so that they can function productively to achieve organizational goals (Mangkunegara, 2013).

Human resources are one of the elements of an organization and have an important role in organizational activities. Humans as one of the components of an organization are the determining resources for achieving the organization's vision and mission (Putri & Afrizal, 2024). Human resources are the most important part of an organization or agency, in addition, human resources are needed as a driving factor for other components in an organization, without the role of human resources, organizational or business activities cannot be carried out in an integrated and harmonious manner. In the world of work, each organization or business has different rules and policies to regulate existing human resources. This raises new challenges and opportunities for organizations and businesses to be able to understand and create concepts for effective and efficient organizational management through human resource management.

Improving employee performance in an agency is not easy. Employee performance shows how much employees contribute to the organization, including output quality, output quantity, attendance at work and cooperative attitude (Jackson and Mathis, 2002). Good discipline reflects the extent of a person's sense of responsibility for the tasks given to him (Hasibuan, 2014).

Performance is the result of individual or group work in an organization in order to achieve organizational goals and will later be used as a basis for assessing whether or not the organization's targets and goals have been achieved. Achieving the organization's targets and goals is not easy, both government-owned and private organizations. In maintaining and increasing the productivity of a company, the role of human resource management is very important in terms of ensuring that the workforce is willing and able to provide the best possible work performance. In this case, the company is obliged to pay attention to the needs of its employees, both material and non-material. A form of attention, effort and encouragement that can be given by the company to its employees (Barza & Setiawan, 2021).

To get the employees desired by the organization or company cannot be obtained easily, because employees will usually work optimally and improve their performance if their needs are met. In an increasingly developing economy, every organization strives to increase effectiveness, efficiency, and productivity in all areas. In order to support the realization of this, it is expected that every employee will contribute to the organization by doing their job as well as possible in order to achieve maximum work performance.

In a company, human resources can be referred to as employees or staff who are tasked with carrying out the company's household production activities. Employees or staff are the most important element in determining the progress or decline of a company. To achieve company goals, employees are needed who meet the requirements in the company, and are able to carry out the tasks determined by the company. Every company continues to strive to improve the performance of its employees, with the hope that the company's goals will be achieved. The performance of these employees is one of the capitals for the company (Elvis & Setiawan, 2021).

The work results achieved by a person in carrying out the tasks assigned to him to achieve work targets. In other words, if employee performance is good, then most likely the organization is also good.

Each employee has a different level of job satisfaction according to their desires and value systems (Panjaitan, Awal, et al., 2023). The more aspects of the job that are in accordance with the desires and value systems adopted by the individual, the higher the level of satisfaction obtained. Likewise, the more aspects of the job that are not in accordance with the desires and value systems adopted by the individual, the lower the level of satisfaction obtained. Job satisfaction is a pleasant emotional state with how employees view their work.

Job satisfaction reflects a person's feelings towards their work which can be seen from the employee's attitude towards work and everything in their work environment. In addition, job satisfaction also has an important meaning for employee self-actualization. Employees who get good job satisfaction usually have good attendance records, work turnover and work performance compared to employees who do not get job satisfaction. Job satisfaction has a very important meaning to provide a conducive situation in the company environment. Job satisfaction will be observed because of the benefits obtained, both for employees and for the company, for employee's research is conducted on the causes and sources of job satisfaction and efforts that can increase employee job satisfaction, while for company's research is conducted to achieve company goals.

According to Afandi (2018: 74) job satisfaction is a positive attitude of the workforce including feelings and behavior towards their work through the assessment of one of the jobs as a sense of appreciation in achieving one of the important values of the job (Rusilawati et al., 2023). In general, employee performance is all activities carried out to improve the business of a company or organization is a form of performance. The role of employees is very important for success or whether or not the company. Employee performance is the result of performance that can be achieved by a person or group of people in an organization both qualitatively and quantitatively, in accordance with the authority, duties, and responsibilities of each in an effort to achieve the goals of the organization concerned legally, without violating the law, and in accordance with morals or ethics.

Hotel The Zuri Pekanbaru is part of PT. Hotel Zuri Management. Based on the official website zuri hotels.com, it is known that this business has been operating since 2010 (12 years), has 12,407 employees spread across 23 major cities in Indonesia and manages 28 hotels and 3,204 rooms. The Zuri Pekanbaru hotel business has increased over the past 3 years, as seen from room booking data, based on interviews with Hotel The Zuri Pekanbaru staff, room booking data from 2020-2022 can be seen as follows:

Table 1. Data Sale Room

Year	Amount
2020	16,810
2021	26,814
2022	33.154

Source: Staff The Zuri Hotel Pekanbaru

Table 2. Data on the Number of Employees Based on Job Position at The Zuri Pekanbaru Hotel in 2023

No	Position Work	Number of Employees	Education Final
1	Security	6 Person	Senior High School
2	HRD	1 Person	S1
3	Forehead Office	6 Orange	SMA- D3
4	FBS	8 Orange	S1
5	Housekeeping	9 Orange	SMA- D3
6	Sales	5 Orange	SMA
7	Accounting	5 Orange	S1

No	Position Work	Number of Employees	Education Final
8	Energizing	6 Person	S1
9	Kitchen	8 Person	Senior High School
10	GM	1 Person	S1

Source: Manager HRD Hotel The Zuri New Launch 2023

Based on a direct interview with the HRD Manager of Hotel The Zuri Pekanbaru on Wednesday, November 13, 2022 at 13.30 WIB, it can be seen that the number of employees with their respective job descriptions at Hotel The Zuri Pekanbaru is written according to Table 1.2. The total number of employees at Hotel The Zuri Pekanbaru is 55 people, divided into various work divisions such as HRD, engineering, accounting, front office, housekeeping, kitchen, sales, FBS, security and GM. The number of employees as in table 2 has been calculated by management to manage Hotel The Zuri Pekanbaru which has 107 rooms.

The Zuri Pekanbaru Hotel Management through HRD managers organizes several programs to maintain and improve employee work motivation (Bakhroini et al., 2022; Kersiati et al., 2023; Ramadona et al., 2021), including through training programs. Training is a means to provide knowledge and skills in order to improve employee capabilities in an organization, to further improve the quality of human resources (Susanti et al., 2024).

This training program is given to all employees of Hotel Dafam Pekanbaru which is routinely carried out every month with different materials for all employees so that they can find out about what they need to know in addition to their daily work.

Table 3. Data on Room Types Available at The Zuri Pekanbaru Hotel in 2023

Type Room	Amount Room
Superior	62 Room
Deluxe	38 Room
Executive	4 Room
Suite	1 Room
Presidential Suite	2 Room

Source: Hotel The Zuri Pekanbaru2023

Based on the data from table 3, it can be concluded that there are 62 superior rooms, 38 deluxe rooms, 4 executive rooms, 1 suite room, and 2 presidential suite rooms. Based on the description above and related to the problems that occur, the author is interested in discussing this in a study entitled "The Influence of Job Satisfaction on Employee Performance at the Dafam Hotel, Pekanbaru"

LITERATURE REVIEW

Job Satisfaction

Every human being has needs in their life. The desire to fulfill those needs is what drives humans to do various activities. The needs that humans have are very diverse. The satisfaction of one person with another will be different. So, satisfaction is individual.

According to Abdurrahmat (2006), job satisfaction is a form of emotional attitude that is enjoyable and loving towards the work one does.

Employees will feel more satisfied if their compensation is commensurate with the results of the work done. According to Handoko, job satisfaction is one of the variables that can affect employee productivity or work performance. Other variables that can also affect employee work productivity include motivation to work, the level of work stress experienced by employees, physical conditions of work, compensation. Employee job satisfaction is a phenomenon that needs to be observed by organizational leaders (Panjaitan, Lumenta, et al., 2023; Sudarno et al., 2023). Employee job satisfaction is closely related to employee performance. The following is the definition of job satisfaction according to experts: Stone in Kadarisman (2013:322).

According to Steve M. Jex (2002) defines that job satisfaction as a level of positive affection of a worker towards work and work situation, job satisfaction is solely related to the worker's attitude towards his work. This attitude takes place in cognitive and behavioral aspects. The cognitive aspect of job satisfaction is the worker's belief about work and work situation.

Employee Performance

According to Robbins (2003) employee performance is a function of the interaction between ability and motivation. In the study of employee performance management, there are things that require important

consideration because the individual performance of an employee in an organization is part of the organization's performance, and can determine the performance of the organization. The success or failure of employee performance that has been achieved by the organization will be influenced by the level of performance of employees individually or in groups.

The main objective of performance appraisal is to motivate individual employees to achieve organizational goals and to meet previously established behavioral standards so as to produce the actions and results desired by the organization (Mulyadi and Johny Setyawan, 1999).

METHODOLOGY

Location and Time of Research

This research will be conducted at The Zuri Pekanbarujl Hotel. Sultan syarif Qasim, Pekanbaru city, Riau 28155. The research is planned to be conducted in March 2023.

Types of research

The type of research used in this study is quantitative research (Junaedi et al., 2024; Renaldo, Junaedi, Musa, et al., 2024; Renaldo, Junaedi, Suhardjo, Jahrizal, et al., 2024). Quantitative research method is one type of research whose specifications are systematic, planned and structured from the beginning to the creation of the research design (Renaldo, Junaedi, Suhardjo, Veronica, et al., 2024; Suhardjo et al., 2023). Clearly Quantitative research method, as stated by Sugiyono (2011: 8), namely: "Research method based on the philosophy of positivism, used to research on a certain population or sample, data collection using research instruments, data analysis is quantitative/statistical, with B. the aim of testing the established hypothesis" (Agusta & Yusnidar, 2024; Kurnia et al., 2024).

This study uses descriptive research type Sugiyono (2011: 29) descriptive research. According to is a method that functions to describe or provide an overview of the object being studied through data or samples that have been collected as they are, without conducting analysis and making general conclusions (Andriani et al., 2024; Kardi et al., 2024). More specifically, the descriptive method used in this study is the case study method (Agusta et al., 2024; Supriadi et al., 2024). According to Nazir (2004: 66) the purpose of a case study is to provide a detailed description of the background, traits and characteristics that are typical of the case, or the status of the individual, which then from the above traits will be made into something that is general. Typical traits in Depending on the purpose, the scope of the study can cover the entire cycle of individuals, groups, or institutions with an emphasis on certain factors or cover all factors - factors of certain cases, or all factors and phenomena.

Data and Data Sources

The type of data used in this study is quantitative data. Quantitative data is a type of data that can be measured or calculated directly, in the form of information or explanations expressed in numbers or in the form of figures (Sugiyono, 2011; 15). In this study, the quantitative data needed are: number of employees and questionnaire results.

The data source in the research is the subject from which the data can be obtained (Arikunto, 2006;129). In this research, the author uses two data sources, namely:

1. Primary data sources, namely data collected by researchers (or officers) from the first source. The primary data source in this study is the employees of The Zuri Pekanbaru Hotel, hereinafter referred to as respondents.

2. Secondary data sources, namely data that is directly collected by researchers as a support from the first source. It can also be said that data is arranged in the form of documents. In this study, the sources of secondary data are articles, journals and related literature.

Population and Sample

Population and sample in a research need to be determined with the aim that the research conducted really obtains the data as expected. The discussion of population and sample is as follows:

Population

According to Sugiono (2018:130) is a generalization area consisting of objects and subjects that have qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population of this study was all employees at The Zuri Pekanbaru Hotel, totalling 55 employees who were taken from data collection in 2023.

Sample

According to Sugiono (2017:81) a sample is part of the number and characteristics possessed by the population. The research population is often very large in number so that the research cannot have the entire population because the number is too large and the time is too long to test the entire population. Therefore, a sampling technique is used that is drawn from the population. All employees at The Zuri Pekanbaru Hotel number 55 people (employees). So, the sample to be studied is 55 samples.

RESULTS AND DISCUSSION

Brief History of the Company

Exclusive atmosphere and services for business and leisure. Strategically located in the center of Pekanbaru, the hotel is ideally located as we are only a 5-minute walk to the main shopping areas of Pekanbaru Mall, the famous An-Nur Grand Mosque and the business district of Jalan Sudirman. The hotel is less than 9 km from Sultan Syarif Kasim II International Airport which can be reached in 15-20 minutes' drive. Hotel The Zuri Pekanbaru is a three-star hotel with 107 rooms that offers an exclusive atmosphere suitable for business and family trips. The freedom to choose smoking or non-smoking floors is an advantage for guests. Several meeting rooms available at the hotel add to the wider choice for holding special events here. Hotel The Zuri Pekanbaru is located in the center of Pekanbaru. The hotel's location is very strategic because it is only 7.81 km from Sultan Syarif Kasim II International Airport (PKU). There are several interesting places nearby, such as GPDI Imanuel KM55 which is about 48 km away and GOR Tengku Pangeran is about 42.1 km away. Hotel Dafam has good quality service with pocket-friendly prices, Hotel The Zuri Pekanbaru is the right choice, because even though it is cheap, this accommodation provides adequate facilities and services that are still maintained in quality. This hotel has a spacious meeting room and is equipped with various supporting facilities, this hotel is the right choice for you and your partner who want to enjoy a romantic vacation. Get an impressive experience with your partner by staying at Hotel Dafam Pekanbaru. Hotel The Zuri Pekanbaru has all the business support facilities for you and your colleagues. This hotel has a spa facility that provides the best price and quality of service. The reception is ready 24 hours to serve the check-in, check-out and other needs. There is a restaurant serving delicious menus a la Hotel Dafam Pekanbaru. WiFi is available in all public areas of the property to help you stay connected with family and friends.

Respondent Data Characteristics

Data from respondent identity is used to identify respondents. This is necessary in explaining the answers to the questionnaire given to respondents. The sample in this study amounted to 56 respondents. Respondent identity data includes data covering gender, age, occupation and frequency of visits.

This research will be conducted at The Zuri Pekanbaru Hotel located at Jalan Sultan Syarif Qasim Kav. 150, Pekanbaru 28141 Riau - Indonesia. This study uses a quantitative descriptive method according to Kasiram (2013), namely using the process of data in the form of numbers as a tool for analyzing and conducting research studies, especially those that have been studied (Napitupulu et al., 2021). To understand and explain the effect of job satisfaction on employee performance based on the results of observations, interviews, questionnaires, and documentation. Respondent data can be seen in the table below which presents some general information about the conditions of respondents found in the distribution of 52 questionnaires through the help of Google forms shown in the following table:

Respondents by Gender

Based on gender, the author divides them into 2, namely: male and female.

Table 4. Respondent Gender

No	Type Sex	Amount	Percentage
1	Man	21	38
2	Woman	34	62
	Total	**55**	**100**

Source: Processing primary data (2023)

From table 4, it can be seen that the distribution of respondents based on gender consists of 21 male respondents and 34 female respondents. So, it can be concluded that the number of female respondents is greater than the number of male respondents.

Respondents by Age

Based on identification by age, it can be seen in the table 5.

Table 5. Respondents by Age

No	Age (year)	Amount Respondents	Percentage
1	<21	5	9
2	21-30	25	45
3	31-40	15	27
4	41-50	7	13
5	>50	3	5
	Total	**55**	**100**

Source: Processed Researcher (2023) Patient Satisfaction

Based on the table, the age level of respondents at Dafam Hotel can be seen. Pekanbaru, namely 5 people or 9% were respondents who aged < 21 years, then as many as 25 people or 45% are respondents aged 21-30 years, then as many as 15 people or as many as 27% were respondents aged 31-40 years, then 7 people or as big as 13% is Respondent aged 41-50 year, and then as much as 3 person or as big as 5% is Respondent aged >50 year. Thus, it can be concluded that the respondents the most is Respondent Which aged 21-30 years old.

Respondents Based on Education

To find out respondents based on their last education, you can see the following table:

Table 6. Respondents' Education Level

Level Education Final	Amount	Percentage
Senior High School	25	46
Diploma	15	27
S1	12	22
S2	2	0.03
S3	0	0
Amount	**55**	**100**

Source: Researcher (2023)

Based on Table 6, it can be concluded that respondents with the highest education were high school 25 or 46%, diploma 15 people or 27%, S1 as many as 12 people or 22%, S2 as many as 2 people or 0.03%, respondents with the last education of S3 with the number none or 0%.

Respondents Based on Work Period

To find out respondents based on length of service, please see the following table:

Table 7. Respondents' Working Period

Time Work (Year)	Amount	Percentage
5 - 10	40	72
11-15	10	18
16-20	3	0.05
21-25	2	0.03
In on 25	0	0
Amount	**55**	**100**

Source: Researcher (2023)

Based on Table 5.4 so can conclude that data Respondent based on time Work on can know that time Work 5–10-year amount to 40 person or as much as 72%, time Work 11-15 year as much as 10 person or 18%, work period 16-20 years as many as 3 people or 0.05%, work period 21-25 years as many as 2 people or 0.03% and work period over 25 years as many as 0 person or 0%.

Satisfaction Work

The response of the respondents is that 85 (31%) respondents are in the strongly agree category, 33 (12%) respondents are in the agree category, 146 (51%) respondents are in the fairly agree category, 15 (5.2%) respondents are in the no category agree, 6 (2.1%) are in the strongly disagree category of respondents' answers. The average value is 3.96. On average, it can be concluded that most respondents' answers to the Job Satisfaction variable are quite agreeable.

Variable Performance

Respondents' responses were 98 (30%) respondents were in the strongly agree category, 122 (37%) respondents were in the agree category, 90 (27.27%) respondents were in the quite agree category, 20 (6.06%) respondents were in the disagree category, while the strongly disagree category had no respondent answers. The average value is 3.90. On average, it can be concluded that the majority of respondents' answers to the Performance variable are agree.

Discussion

Job Satisfaction at Dafam Hotel Pekanbaru

The results of the study indicate that the job satisfaction of employees of The Zuri Pekanbaru Hotel is generally satisfactory, based on the classification of job satisfaction assessment measures. The discussion of job satisfaction measured by 12 indicators used as a measuring tool for employee job satisfaction is as follows:

1. Respondents' responses in the strongly agree category were 15 people (42%), the agree category was 12 people (34%), the quite agree category was 8 people (22%), the disagree category and the strongly disagree category had no respondent answers. The average value is 4.31. This shows that the respondents' answers I receive a sufficient and appropriate salary, based on the job responsibilities given to me, the most are strongly agreed.

2. The level of satisfaction with work facilities has been felt by employees. According to the respondents' responses in the strongly agree category there were 15 people (42%), the agree category there were 12 people (34%), the quite agree category there were 8 people (22%), the disagree category and the strongly disagree category had no respondent answers. The average value is 4.31. This shows that the respondents' answers to the work facilities currently available are sufficient to support the most work activities, namely strongly agree.

3. The level of job satisfaction has been felt by employees. According to the respondents' responses in the strongly agree category there were 5 people (9.6%), the agree category there were 10 people (19%), the quite agree category there were 30 people (58%), the disagree category and the strongly disagree category there were no respondents' answers. The average value is 4.11. This shows that the respondents' answers I am happy with my own job because it is in accordance with my own expectations, the most are quite agreed.

4. Co-workers in the satisfactory category for Dafam Hotel employees. This is in accordance with the respondents' responses in the strongly agree category, there are 20 people (36%), the agree category, there are 15 people (28%), the quite agree category, there are 20 people (36%), the disagree category and the strongly disagree category have no respondent answers. The average value is 4.26. This shows that the respondents' answers I enjoy working with co-workers who have high work motivation are mostly quite agree.

5. The attitude of the superiors at Dafam Hotel is in the satisfactory category, this is in accordance with the respondents' responses in the strongly agree category, there are 20 people (36%), the agree category is 15 people (28%), the quite agree category is 20 people (36%), the disagree category and the strongly disagree category have no respondent answers. The average value is 4.26. This shows that the respondents' answers are happy with the superiors who are willing to listen to suggestions, criticisms and opinions of their subordinate employees, the most are quite agree.

6. Related to the term of office being used as a consideration for promotion in the quite satisfactory category, according to the respondents' responses in the strongly agree category there were 5 people (9.6%), the agree category there were 10 people (19%), the quite agree category there were 30 people (58%), the disagree category and the strongly disagree category had no respondent answers. The average value is 4.11. This shows that the respondents' answers regarding the term of office being used as a consideration in carrying out job promotions were mostly quite agreed.

7. Dafam Hotel employees complete their work well, this is in accordance with the respondents' responses in the strongly agree category, there are 20 people (37%), the agree category is 25 people (45%), the quite agree category is 10 people (18%), there is a disagree category and there is no respondent's answer in the strongly disagree category. The average value is 4.18. This shows that the majority of respondents' answers to these employees doing the work that has been determined correctly until the work is finished are agree.

8. Hotel Dafam employees complete their work efficiently, the respondents' responses in the strongly agree category were 19 people (35%), the agree category was 21 people (38.18%), the quite agree category was 15 people (27.27%), there was a disagree category and there were no respondents' answers in the strongly

disagree category. The average value is 4.07. This shows that the majority of respondents' answers to completing work efficiently are agreeing.

9. The level of on-time arrival at work is relatively very high. This is indicated by a total score of 178 with an average of 4.24 above the average job satisfaction score of 4.13. So that employee performance in arriving at work on time must be maintained by Dafam Pekanbaru.

10. The level of attendance to work on time is relatively very high. This is indicated by a total score of 179 with an average of 4.26 above the average job satisfaction score of 4.13. So that employee performance in attendance to work on time must be maintained by Dafam Pekanbaru.

The Influence of Job Satisfaction on Employee Performance at Dafam Hotel Pekanbaru

The results of the study indicate that job satisfaction has an effect on employee performance at Hotel Dafam Pekanbaru, with an effect of 0.667 or a coefficient of determination of 44.50%. The simple regression equation between job satisfaction and employee performance produced is Performance = 7.070 + 0.594 * Satisfaction. The regression equation shows that if job satisfaction is equal to zero or there is no change, employee performance is 7.070 and if job satisfaction changes by increasing or decreasing by one unit, employee performance will increase or decrease by 0.594 units. The results of the study with hypothesis testing have proven that job satisfaction has an effect on employee performance at Hotel Dafam Pekanbaru. This is also supported by the findings of room sales data at Hotel The Zuri Pekanbaru from 2020 to 2022 which continues to experience an increasing trend in sales, the room sales data is as follows:

Table 8. Room Sales Data

Year	Amount
2020	16,810
2021	26,814
2022	33.154

Source: Dafam Hotel Pekanbaru Staff

The results of this study are supported by the theory of Sutrisno (2011:76) which states that "job satisfaction is closely related to the attitude of employees towards their own work, work situations, cooperation between leaders and fellow employees". While the results of this study are in line with the results of research from Sinangdoyo (2015:51) which concluded that "job satisfaction has a positive effect on employee performance, motivation has a positive effect on employee performance, leadership has a positive effect on employee performance". The results of this study are in line with the results of research from Sarli Rahman, Astri Ayu Purwati, Muhammad Hasbi Yazid (2017) which concluded that "motivation has no effect and is not significant on employee performance, job satisfaction has an effect and is significant on employee performance and work discipline has no effect and is not significant on employee performance"

CONCLUSION

Conclusion

Based on the results of the research and discussion in this study, the existing problem formulation can be answered which also becomes the conclusion of this core research, the conclusions include the following:

1. The performance of Hotel The Zuri Pekanbaru employees is still relatively high. Respondents' perceptions of the performance of Hotel The Zuri Pekanbaru employees with the highest value are in the presence dimension, especially as measured by the indicator of the level of attendance to work on time.

2. Job satisfaction affects the performance of Hotel Dafam Pekanbaru employees. This shows that if job satisfaction can be increased, it will be able to improve the performance of Hotel Dafam Pekanbaru employees.

Suggestion

Job satisfaction has a big influence on the performance of employees of The Zuri Pekanbaru Hotel, thus management should increase employee job satisfaction, especially in increasing employee satisfaction with promotions in relation to satisfaction with job promotion opportunities given, this will be able to influence improving employee performance, especially in increasing employee punctuality in relation to employee punctuality in carrying out and completing work.

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