Enchancing Employee Performance: The Roles of Motivation and Work Discipline

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Abstract: The goal of this study was to examine the simultaneous and partial effects of competence, motivation, and work discipline on employee performance at Room Division V Hotel Bandung. Utilizing a Likert scale with ordinal measurement, descriptive and verification analysis is the study methodology used. The Product Moment Correlation technique from Pearson, with a saturated sample design of 35 respondents, tests the applicability's validity and dependability. In contrast, the data analysis technique makes use of statistical data analysis and a formula for path analysis. The Successive Interval Method is used to convert the data from the ordinal scale to the interval scale. According to the findings of the hypothesis test, 59.5% of the variance in employee performance is explained by factors other than competence, motivation, and work discipline, while the remaining 40.5% is affected by other factors. According to partial testing, work motivation had a substantial impact on employee performance with a 25.5% effect, competence did not have a significant impact, and work discipline had a big and positive 51.5% impact.

Keywords: Competency, Motivation, Work Discipline, Employee Performance.

INTRODUCTION

The government may rely on the tourism industry to serve as the primary pillar of the country's economic development as it now contributes the second-largest amount of foreign exchange to the country's economy after oil and gas (Government Regulation No. 50, 2011). The number of domestic and international tourist visits in recent years, which has been increasing, provides one indicator of the strategic potential of tourism as a pillar of national growth.

With the increase in the number of domestic and foreign tourists mentioned above, it is very important to improve the quality of tourism's human resources so that they can provide a positive image to visiting tourists.

The number of hotels in the Indonesian city of Bandung has expanded quickly along with tourism, and the hotel business is now more competitive due to rapid technology advancements.

Hotels need human resources as the principal player who will mobilize different other resources in order to compete with competitors. Since quality products and services can only be achieved if they are supported by quality processes and people (Kristanto & Indriastuti, 2016), quality human resources with good performance and competence in carrying out hotel operational activities are required (Sinambela, 2016).

The profitability and viability of hotels in the modern hospitality landscape, which is characterized by quickly changing client expectations and increased competition, depend greatly on how well their workers perform. Competence, motivation, and work ethic are three essential qualities that stand out among the many variables that affect employee effectiveness. These factors are the foundation upon which a company's staff can flourish, and when they are harmoniously in place, they can result in outstanding service delivery, improved customer experiences, and ultimately higher organizational performance.

Globalization has accelerated the growth of the business world in the service industry, particularly in the hotel industry. A business sector that tries to offer accommodation facilities, food and beverage services, or a location for an event is the hospitality service industry, which includes hotels as one of its business sectors. Dessler (2018) argues that while globalization increases competition, which leads to higher performance, human resource management in the hotel industry cannot be disregarded. New technology will result in improved productivity, quality, sales, and financial performance, and high-performance work systems are HR policies and practices that maximize employee competence, commitment, and skills.

Because employee performance is a reflection of the organization as a whole, it is one of the factors that determines whether a firm can operate successfully or not. Performance basically refers to the quality and amount of work that an employee completes in relation to organizational goals while carrying out his obligations in accordance with the tasks assigned to him. Increased profit margins, cost savings, customer happiness, expansion, or market share might result from the capacity to manage staff performance successfully.

According to Wibowo (2017), performance is the end result of work that has a close connection to organizational strategy, customer happiness, contributes to the economy, and has a comprehensive definition that encompasses more than merely attaining results. In order to make improvements in the future, it is necessary to measure employee performance in order to determine the degree to which performance results have been attained or the level of failure experienced (Pandaleke, 2016). The outcomes of employee performance assessments and the level of customer satisfaction can be used as measuring tools to determine how well an employee is performing.

According to the Human Resources Manager of V Hotel Bandung, it was discovered from the findings of the pre-survey that there had been a drop in staff performance, particularly for the Room Division, compared to the previous year. The general manager of V Hotel corroborated this, stating that the goal for manager and supervisor work performance assessment results was at least grade A with a score over 4.20. In the meantime, it is envisaged that the employee performance assessment results for the rank-and-file level will be at grade B or a score over 3.40.

Based on the findings of the HRD study, it is hypothesized that factors relating to employee competence, motivation, and work discipline are to blame for the fall in employee performance (work performance). This is the reason why academics are interested in supporting claims that performance evaluation outcomes have declined. According to John Miner, Parasuraman, Zeithaml, and Berry in Sudarmanto (2018), who contend that performance is influenced by quality, quantity, use of time in work, cooperation with others, motivation, reliability, grasping power, competence, politeness, and knowledge, problems found in the field and theories deemed appropriate regarding performance issues that occur at V Hotel are based.

With a focus on Room Division V at the prestigious Hotel Bandung, this study explores the complex interactions between competency, motivation, work ethic, and staff effectiveness. The room division services are highly valued in the hotel sector, which thrives on providing great guest experiences. In addition to being a vital part of Hotel Bandung's operations, Room Division V serves as a perfect microcosm for research into the dynamics of employee performance in a complicated and dynamic setting.

The foundation of a worker's capacity for effective and efficient task completion is competence. It includes a variety of abilities, information, and qualities that are necessary for carrying out job duties. Employees that have the required skills can overcome obstacles, adjust to shifting conditions, and offer visitors a high level of service. We want to investigate the competences that are most relevant to the roles in Room Division V and how they connect to worker effectiveness in this study.

On the other hand, motivation is crucial in promoting employee engagement and loyalty. Employees who are highly motivated often put more effort into their work, are more dedicated to the objectives of their company, and are more satisfied with their jobs. It is possible to develop and maintain employee motivation by comprehending the sources of motivation within Room Division V and how they connect to employee effectiveness.

Consistent performance is founded upon a foundation of work discipline. It includes the capacity of an individual to follow instructions, adhere to policies, efficiently manage their time, and uphold a high standard of work ethics. High-discipline workers are more likely to adhere to deadlines, make fewer mistakes, and improve the performance of the company as a whole. Examining how work discipline functions in Room Division V will give light on how adherence to rules and regulations affects workers' productivity.

This study aims to give a thorough examination of the interactions and effects of these three important factors—competency, motivation, and work discipline—on the productivity of employees in Room Division V at Hotel Bandung. By doing this, it hopes to provide insightful analysis and helpful suggestions that will improve the hotel's workforce management techniques and result in enhanced guest experiences and long-term organizational performance. By combining quantitative and qualitative research techniques, we aim to shed light on the complex dynamics at play and offer practical advice for improving staff performance in this crucial area of Hotel Bandung.

In the following sections, we will delve deeper into the literature on competency, motivation, and work discipline, discuss the research methodology employed, present our findings, and conclude with recommendations for enhancing employee effectiveness in Room Division V.

LITERATURE REVIEW
Competency
The definition and meaning of competency proposed by Spencer & Spencer in Moeheriono (2012: 3-4), namely the underlying characteristics of a person relating to the effectiveness of individual performance in their work or the basic characteristics of individuals that have a causal relationship or as a cause and effect with the criteria used as a reference, effective or performing excellently or superiorly in the workplace or in certain situations, Based on the definition above, there are several meanings contained in it, namely:

1. The fundamental traits (underlying traits) of competence are a person's deep, innate personality and have conduct that can be predicted in a variety of work assignment conditions.
2. If there is a causal relationship, competence can cause or be used to predict performance, which means that if competence is high, performance will be high as well.

3. The criteria (referenced criteria), which serve as a benchmark for actual competence and forecast an individual's capacity for effective work, must be quantifiable, explicit, and standardized.

The hotel industry is no exception to the long-standing recognition of competency as a key factor in employee effectiveness. According to Spencer & Spencer (1993), competence is broadly defined as the mix of knowledge, skills, talents, and personal characteristics that allow a person to perform their work successfully. The qualities necessary for success in the hotel sector frequently include job-specific technical skills, soft skills relating to communication and interpersonal relationships, and adaptability in meeting the various demands of visitors.

Motivation

The Latin word "movere," which meaning encouragement or moving power, is where the term "motivation" originates. The root of the word motivation in English is the word motive, which denotes a provocation, reason, or encouragement for someone to act. Therefore, motivation is a state that induces someone to perform or move in order to carry out an action or activity. In order for an employee to adapt to their surroundings, they must be motivated, which is a need that comes from within (Mangkunegara, 2008:93).

When it comes to fostering employee engagement, job happiness, and overall performance, motivation is crucial. According to Maslow's hierarchy of needs (1943), people are motivated by a variety of needs, ranging from more advanced needs connected to esteem and self-actualization to basic physiological and safety requirements. Understanding and fostering employee motivation is crucial in the hospitality sector, as workers constantly engage with visitors and confront a variety of problems.

Work Discipline

Discipline generally demonstrates a state or attitude of respect in workers for relevant regulations. Respect for established rules and agreements made between coworkers as well as obedience to them are all part of discipline. Sanctions that must be applied to the offending party are directly tied to discipline. Rules and regulations are necessary in every part of life to control and restrict every movement of behavior.

Observing and following to the relevant rules while performing work is a sign of discipline that comes more from within. Discipline growth is an attitude to continue adhering to all applicable rules inside the firm since it results from profound self-awareness. Discipline is defined as following rules or behaving in accordance with them in the Big Indonesian Dictionary.

Workplace discipline includes a person's capacity to consistently follow policies, procedures, and standards. It calls for traits including dependability, self-control, and the ability to efficiently manage time (Robbins & Coulter, 2007). High levels of work discipline must be upheld in the hotel sector to ensure efficient operations, reduce mistakes, and protect the brand's reputation.

Performance

Performance is a measure of what employees do for the company. Performance can be the appearance of individuals or work groups. Human resource performance is a term that comes from the words job performance or actual performance, which means work performance or actual achievements achieved by someone. Employee performance is very important in the company's efforts to achieve its goals. Rivai (2011:309).

RESEARCH METHODS
Methods Used
Research methods are essentially a scientific way to gather data with defined goals and objectives. This research methodology's goal is to give researchers a general understanding of how research is conducted so that issues can be fixed. Descriptive and verification procedures are the types of research techniques used. The objective of this study's descriptive methodology is to evaluate the competence, motivation, work ethic, and performance of the staff at the V Hotel Bandung.

The goal of the verification research method is to establish a connection between the validity of the hypothesis and the statistical calculations' ability to account for the influence of a variable employee.

A quantitative research methodology was utilized in this study, which means that the researcher did not test any hypotheses or thoroughly, in-depth, or totally examine any one case; instead, they merely developed concepts and gathered data (Sugiyono, 2013: 54).

Variable Operationalization
According to the findings of the problem formulation, the operational definition of research is research components related to the variables contained in the research title or included in the research paradigm. This theory is employed as a foundation or explanation for why a certain factor may affect the dependent variable or serve as one of its causes.

A thorough study endeavor known as variable operationalization includes variable names, variable concepts, dimensions, indicators, measures, etc.

It aims to collect study variable values. An overview of the research is provided using variable operationalization. Four factors are explored in this study: employee performance (Y), competence (X_1), motivation (X_2), and discipline (X_3). All indicators are measured using an interval measurement scale.

Sources and Methods of Determining Data
The respondents for this study were employees of the V Hotel Bandung, who provided primary data on competency, motivation, work ethic, and employee performance.

The research object, or the person who responds or answers the questions given by the researcher, either verbally or in writing, related to the research variables, can be a respondent. By asking a number of questions to the respondent, who is the person who responds or answers the researcher's questions, it is possible to empirically gather data on competency, motivation, work discipline, and employee performance.

Population, according to Sugiyono (2012), is a broad category made up of things or individuals with particular attributes and characteristics chosen by researchers to be investigated before conclusions are produced. The population's size and features are also reflected in the sample (Sugiyono, 2012:116). Probability sampling, which gives every component or member of the population an equal chance to be chosen as a sample, is the method used to identify responders.

The Room Division V Hotel Bandung's staff population size for this study is (N) 35, which indicates that the sampling method employed is saturated sampling or census, which involves collecting the complete population as a sample (Sugiyono, 2012: 122).

Analysis Design and Hypothesis Testing
Three processes can be used to process data obtained from questionnaire interview results: preparation, tabulation, and application of the data to the study approach. Gathering the questionnaire forms and ensuring they are filled out correctly as well as their completeness are part of preparation. Compile survey findings and assign scores in accordance with the stated

grading scheme. The value received from a closed questionnaire using an ordinal scale of 5 serves as an indicator for the two independent variables. According to the study objectives, tabulated data are used to the research methodology.

The two types of analysis that are utilized are: (1) descriptive analysis, which is particularly useful for qualitative variables; and (2) quantitative analysis, which takes the form of calculating path and determination coefficients, which indicate how much the independent variable has an impact on the dependent variable. While descriptive or qualitative analysis is utilized to examine the behavior of causal factors, quantitative analysis is prioritized to show the behavior of research variables. Cross-sectional analysis is the analytical approach used. Comprehensive generalizations can be obtained by combining various analytical techniques.

Competence, motivation, and work ethic all simultaneously and to some extent influence employee performance, according to the offered idea. When presented as a statistical hypothesis, the research hypothesis is:

H0: $\rho YX1 = \rho YX2 = \rho YX3 = 0$
H1: $\rho YX1 = \rho YX2 = \rho YX3 \neq 0$

Hypothesis formulation:

- Reject H_0 if $F_{count} \geq F_{table\ (0,05)\ (n-k-1)}$ $\square$ There is an influence of competence, work motivation, and work discipline on employee performance.
- Accept H_0 if $F_{count} < F_{table\ (0,05)\ (n-k-1)}$ $\square$ There is an influence of competence, work motivation, and work discipline on employee performance.

FINDINGS AND DISCUSSION

Overview of V Hotel Bandung

Only a 10-minute drive separates V Hotel & Residence Bandung from Pasteur, the primary point of entry to Bandung, and is situated on Jalan Lan Sutami Setrasari Bandung III, close to eateries and retail establishments. With alternatives like Paris Van Java, Setrasari Mall, and the renowned Cihampelas shopping area, it is simple to reach Bandung's main attractions. The trip to Hussein Sastranegara International Airport from the hotel takes 15 minutes.

It was started in December 2010 and finished in December 2011 as a three-star hotel. The (soft) debut took place in February 2012. It had only 102 rooms at first, but it has since added 148 hotel rooms and 23 home rooms. making 171 rooms altogether. V Hotel & Residence Bandung aims to offer a luxurious experience at a fair price by advertising with the slogan "LUXURIOUS EXPERIENCE AT A VALUABLE PRICE".

The V Hotel & Residence is a luxurious hotel with reasonable rates for vacationers and business travelers. With round-the-clock room service, a restaurant, conference rooms for business visitors, and an airport shuttle, this hotel will make your stay special.

Respondent Characteristics

The characteristics of each respondent can be determined based on the results of data collection through the distribution of questionnaires to Room Division personnel as respondents, with the intention that this information can be used as input for V Hotel Bandung in formulating strategies in the future. The gender, age, greatest level of education, and duration of service of the responder are among the characteristics that can be discussed in this study.

Room Division V Hotel Bandung Employee Competencies

Competence is related to an individual's effectiveness in their performance at work and is a reflection of their skills, knowledge, and talents, or one could say, their fundamental traits. The following information about employee competency is revealed through the level of achievement of work standards, including knowledge and completion of tasks in accordance with Standard Operating Procedures (SOP), level of ability to accept and manage a variety of

tasks, level of actionability, work efficiency, individual expertise and professionalism, level of individual skills, speed of customer service, level of willingness to develop personal abilities, and ind.

Table 1. Recapitulation of Room Division V Hotel Bandung Employee Competency Scores

No	Description	Score	Inf
1	The knowledge and skills that I currently have are in accordance with the standards set by the company.	126	agree
2	Ability to communicate well with V Hotel customers/guests.	127	agree
3	Ability to complete a series of different tasks within a job at the same time.	107	quite agree
4	Ability to be creative to improve company performance.	110	quite agree
5	Ability to resolve problems in the form of complaints from V Hotel customers/guests.	113	quite agree
6	More concerned with team success (teamwork) than achieving individual success.	131	agree
7	Ability to adapt well to new work given by superiors.	126	agree
	Total	**840**	**Good**
	Average	120	

Source: Results of questionnaire data processing

According to the above data, 840 is the overall cumulative score for employee competency characteristics. The highest total is 5 x 7 x 35, which equals 1225, and the lowest total is 1 x 7 x 35, which equals 245. According to the competency variable's score weight, respondents' comments regarding their capacity to place a higher priority on team achievement than on obtaining individual success are favorable, which supports promoting high employee performance.

Room Division V Hotel Bandung Employee Motivation

Table 2, Recapitulation of Room Division V Hotel Bandung Employee Motivation Scores

No	Description	Score	Inf
1	The salary as an employee at this company is sufficient for the family's economic needs	99	quite agree
2	Safety and security in the V Hotel environment have been well managed	121	Setuju
3	I always want to be recognized and rewarded when I do a good job	108	quite agree
4	With greater responsibility, I feel I can be more respected by my colleagues.	96	quite agree
5	I have the opportunity and chance to get a higher position	92	quite agree
6	My work motivation arises from the drive to excel in improving my skills and knowledge	114	agree
7	I always carry out challenging tasks.	98	quite agree
	Total	**728**	**quite good**
	Average	104	

Source: Results of questionnaire data processing

The employee competency variable's overall cumulative score was 840. The highest total was 5 x 7 x 35, which equals 1225, and the lowest total is 1 x 7 x 35, which is 245. The respondent's statement that the tools and equipment at the V Hotel are secure and sufficient for usage at work obtained the highest weight based on the score weight of the motivation variable.

Work Discipline of Room Division V Hotel Bandung Employees

Table 3. Recapitulation of Work Discipline Scores for Room Division V Hotel Bandung Employees

No	Description	Score	Inf
1	I always come home on time.	109	quite agree
2	Loyalty to one's employer might take the form of adhering to business rules.	119	agree
3	I am willing to relinquish my position if I am unable to carry out my job duties well.	114	quite agree
4	I always come to work before work hours start	124	agree
5	I always carry out my work duties with full responsibility.	148	agree
6	I am able to work outside working hours on my own initiative.	116	quite agree
7	Supervisors always inform employees about work procedures and applicable regulations	112	quite agree
	Total	**842**	**good**

Source: Results of questionnaire data processing

The employee work discipline variable's overall cumulative score was 842. The highest total was 5 x 7 x 35, which equals 1225, and the lowest total is 1 x 7 x 35, which is 245. The response from the responder regarding always carrying out work tasks with full responsibility obtained the maximum weight based on the weight of the score for the work discipline variable above.

Room Division V Hotel Bandung Employee Performance

Table 4. Recapitulation of Room Division V Hotel Bandung Employee Performance Scores

No	Description	Score	Inf
1	Assessment of your performance in terms of achieving targets	117	quite achievable
2	Assessment of the efficiency of time to do a job.	111	quite efficient
3	Assessment of accuracy in carrying out work.	112	quite thorough
4	Assessment of the neatness of the work results.	109	pretty neat
5	Assessment regarding always trying to work together with fellow colleagues to complete the work	122	often
6	Assessment regarding always maintaining good relations and maintaining the integrity/integrity of the organization	122	often

7	Assessment regarding mastery of knowledge regarding the work faced so far.	121	master
8	Assessment regarding always coming up with ideas or concepts to overcome complex problems	108	often enough
9	Assessment regarding always taking the initiative in making decisions in solving problems at work	108	often enough
10	Assessment of being able to help resolve complaints from V Hotel customers (guests).	116	capable enough
	Total	**1146**	**Good**
	Average	114.6	

Source: Results of questionnaire data processing

The combined total of the employee performance variables was 1146. 1 x 10 x 35 had the lowest total score, while 5 x 10 x 35 had the highest total score of 1750. The respondent's comment regarding always attempting to collaborate with coworkers to finish work, always keeping excellent relationships, and always upholding the integrity of the organization obtained the highest weight based on the weight of the employee performance variable score.

CONCLUSION AND RECOMMENDATIONS
Conclusion
The following conclusions can be made in light of the findings of the study that was conducted to ascertain the impact of competence, work motivation, and work discipline on employee performance (case study of Room Division V Hotel Bandung employees):
1. Employees at the Room Division V Hotel Bandung exhibit good competency in terms of their knowledge and skills, their capacity for effective customer and hotel guest interaction, their preference for the success of the team over that of the individual, and their capacity for task-specific adaptation. superior. As a result, high employee performance will be promoted. However, there are a number of factors to take into account, including the capacity to handle numerous activities concurrently at work and the capacity for creativity to boost business success.
2. Employees of the Room Division at the V Hotel in Bandung are quite motivated; they are driven to succeed in developing their skills and knowledge while employed there, and a positive response to safety and security in the workplace environment at the V Hotel makes them feel more at ease and secure. This is one of the factors contributing to the low rate of employee turnover. The state of job motivation right now is excellent, especially in terms of gratification, self-actualization, and meeting physiological demands. It is clear from the responses of those who gave quite positive responses to the question that they were less motivated because they had fewer opportunities to hold positions of more responsibility, always desired approval and recognition, and had fewer opportunities to hold positions of greater responsibility.
3. Employees at the Room Division V Hotel Bandung have good work ethics; they adhere to corporate policies, show a high level of loyalty, and arrive to the office well in advance of the start of the workday. The respondents' responses to the question about always being home on time were highly congruent, which suggests that employees are more likely to be at work later than home time, according to the survey's findings. The fact that not all supervisors always tell their staff about work practices and relevant legislation is something that employees must be aware of.

4. Employees of Room Division V Hotel Bandung perform quite well; they consistently try to collaborate with coworkers to complete their work, always uphold positive relationships for the benefit of the company's trust and integrity, and have a thorough understanding of their line of work. However, there are a number of things that leaders need to focus on, including attaining targets that aren't yet at their best, using their time efficiently, and being accurate in their work. Employees that are less able to articulate thoughts or ideas to solve difficult problems, lack originality at work, and lack initiative in making judgments while solving challenges at work receive the lowest ratings.

5. Employee performance at Room Division V Hotel Bandung is influenced by competence, job motivation, and work discipline at the same time. Though motivation and skill certainly have an impact on performance, work discipline has a stronger influence. In part, the following is how competence, motivation, and work discipline affect performance:
   a. Employee performance is not much impacted by competency; the competences that employees already possess are consistent with their competencies.
   b. Person motivation affects performance, so the more motivated a person is at work, the better they will perform.
   c. Work discipline has a big impact on employee performance, thus the more disciplined an employee is, the bigger the impact on performance will likewise be.

Recommendation

In order to help V Hotel Bandung increase competence, motivation, and work discipline, the author would like to make a number of recommendations based on the findings of the research and the observations that have been made. These recommendations comprise:
1. Improving employee competency can be done by:
   - More commonly given general knowledge training, both internal and external, competency exams, participation in skill-based training programs, cross-training between departments, and so that the capability to carry out a number of different tasks in the job simultaneously can be carried out.
   - Give staff the independence and trust they need to be able to solve customer or hotel guest problems and come up with innovative suggestions to improve their performance.
   - In order to develop their competence through formal degrees, such as D3, S1, or Masters, leaders or management should support and encourage personnel to continue at a higher level of education.

2. Improvements in the area of motivation can be made through:
   - Because improving employee work performance increases work productivity, it is necessary to attain this goal. High-quality job outcomes follow from increased productivity.
   - All employees are expected to receive equal attention from leaders or management, as well as equal possibilities for receiving performance rewards when they succeed in performing well.
   - Leadership and management must motivate personnel to increase performance results. Each employee's duties must be assigned in accordance with their specific responsibilities for carrying out their tasks.

3. Because work discipline helps to increase employee performance, the following aspects of work discipline must be taken into account and further developed:
   - It is expected of leaders or management to monitor and assess employee working hours. Employees frequently work overtime, which does not result in greater productivity, necessitating time management therapy. Further investigation is required to determine what factors prohibit workers from arriving home on time.

- In order to continually remind employees to submit and abide by the relevant regulations, regular training is provided in the form of refreshments for current employees and induction programs for new hires regarding job duties and responsibilities, company regulations, rules, and other additional regulations.

4. Employee performance at the Room Division V Hotel Bandung can be enhanced by:
   - Leaders or management are supposed to regularly monitor each employee's work discipline, including their ability to complete tasks and adhere to corporate policies. supplying the appropriate work incentives to encourage employees to keep raising their performance and skill levels
   - Employees are given responsibilities and tasks to innovate in order to maximize their potential and hit set goals. To help the business make decisions, address workplace issues, and have the courage to communicate ideas, employee initiatives must be developed by the employees themselves.
   - Increasing the work's precision and neatness. Results of the work must meet all applicable work standards, including those for quality and quantity.

5. Suggestions for Knowledge Development
   a. Due to a lack of time, it is advised that more research be conducted using more in-depth interviews with all respondents rather than just a list of questions.
   b. It is advised to conduct additional research by boosting the causal factors that affect employee performance.
   c. Because the only information used in this study comes from employee perceptions, it is necessary to include expectations in order to make the data and informants fuller. Expectations should include how the participants feel about and what they believe will contribute to organizational growth.

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