



Determination of Employee Engagement and Employee Performance in the Hotel Sector: Analysis of Discipline and Competency (Study Literature Review)

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Abstract: The article determining employee engagement and employee performance in the hospitality sector: Discipline and competency analysis is a scientific literature review article within the scope of human resource management science. The purpose of this writing is to build a hypothesis of the influence between variables which can later be used for further research within the scope of human resource management. The research method used is descriptive qualitative. Data was obtained from previous research that is relevant to this research and sourced from academic online media such as Publish or Perish, Google Scholar, digital reference books and Sinta journals. The results of this article are: 1) Discipline influences the involvement of hotel sector employees; 2) Competence influences the involvement of hotel sector employees; 3) Discipline influences the performance of hotel sector employees; 4) Competency influences the performance of hotel sector employees; and 5) Employee involvement influences the performance of hotel sector employees.

Keyword: Employee Performance, Employee Engagement, Discipline, Competency

INTRODUCTION

The hospitality industry's employee engagement and performance highlight the critical components of effective and efficient human resource management in a fast-paced workplace. The interactions between staff members and visitors have a significant impact on the hotel industry, and the standard of service that staff members provide directly affects customer satisfaction, brand loyalty, and the hotel's reputation. For this reason, knowledge of the variables affecting employee engagement and performance is essential to the long-term viability and success of the hospitality industry. In the hotel industry, high employee turnover

rates are frequently the primary issue that management must deal with. In addition to costing money since new hires and training must be paid for continuously, high staff turnover can also damage a company's culture, impair service consistency, and prevent staff and guests from forging close bonds. To overcome this issue, a thorough understanding of the ways in which employee discipline and competence affect their engagement with the task they do and the performance they exhibit is required.

High workload and task complexity are two other key issues in this investigation. Workers in the hotel industry frequently deal with a changing work environment and a wide range of task requirements. They could have to serve customers with a range of demands, deal with difficult circumstances quickly, and uphold strict standards of service quality. Excessive workloads may be detrimental to an employee's physical and mental health, which may have an effect on their performance and level of engagement at work. Concerns about professional growth prospects also have a big influence on how engaged employees are and how well they work in the hospitality industry. Workers who perceive a lack of career development chances are often less inclined to provide their best effort at work. This may result in subpar work and raise the possibility of staff turnover. Therefore, in order to motivate staff to remain involved and do quality work, hotel management must offer them clear career routes and sufficient opportunities for professional growth.

In addition, the work environment and working circumstances are important factors in determining employee performance and engagement in the hospitality industry. Workers may be less inclined to put up their best effort at work if they are employed in an uneasy, unsupportive, or opaque workplace. In addition, a lack of good management-employee communication or employee participation in decision-making processes can cause frustration and unhappiness, which in turn can impair performance. Employee competency and training level are the last things to take into account. Workers who are not properly trained or who lack the necessary abilities may find it challenging to do their jobs. Incompetence can lower performance, raise stress levels, and affect how engaged workers are with their jobs. Consequently, enhancing employee engagement and performance in the hospitality industry requires funding for training and development.

A thorough examination of staff competency and discipline in the context of hospitality becomes highly pertinent when all these variables are taken into account. An essential component of maintaining staff engagement and attention on their work is discipline. Workers with high levels of discipline typically perform better overall, are more consistent in doing their tasks, and have a good attitude toward their jobs. Conversely, a lack of discipline can cause performance volatility, raise absenteeism rates, and interfere with overall productivity. In addition to discipline, employee competency has a significant role in defining their performance and level of commitment in the hospitality industry. Workers that possess the abilities and know-how necessary for their employment are typically more assured in their work, better equipped to handle obstacles, and able to offer visitors higher-quality service. As a result, it is critical that hotel management make sure staff members have access to the tools they need to further their careers and receive proper training.

Based on the background of the problem, the problem formulation is obtained as follows: 1) Does discipline influence employee engagement in the hotel sector?; 2) Does competency influence employee engagement in the hospitality sector?; 3) Does discipline affect employee performance in the hotel sector?; 4) Does competency influence employee performance in the hotel sector?; and 5) Does employee involvement influence employee performance in the hospitality sector?.

METHOD

Literature Review Essays are written using Library Research and Systematic Literature

Review (SLR) techniques. These methods were evaluated qualitatively and are available on academic web sources such as Mendeley and Google Scholar. A systematic literature review, or SLR, is the process of finding, assessing, and analyzing all accessible research data with the aim of addressing a specific research problem. In qualitative analysis, the literature review must be applied consistently with methodological assumptions. The exploratory nature of the research served as the main justification for conducting qualitative analysis, (Ali, H., & Limakrisna, 2013).

RESULTS AND DISCUSSION

Results

Employee Performance

The assessment of an individual's ability to fulfill and surpass the duties, objectives, and standards established by their employer or organization is known as employee performance. Productivity, job quality, initiative, teamwork, timeliness, and contribution to attaining overall corporate goals are just a few of the components that make up this performance. To be more precise, an employee's ability to provide the expected or intended outcomes within the parameters of their task is referred to as their performance. This encompasses their efficiency in finishing the tasks that have been delegated to them, their ability to adjust to changes in the workplace, and their capacity to overcome obstacles and come up with workable solutions (Putra et al., 2021).

Indicators contained in employee performance include: 1) Career Development: Career development assesses how much a worker is willing to go above and beyond the call of duty to advance their competencies, knowledge, and abilities at work. These indicators might be taking on more responsibility within the company, being certified or obtaining extra qualifications, or engaging in training and development. An employee that actively pursues their career goals and enhances their performance is highly motivated and ambitious; 2) Team Performance: This metric assesses an employee's role in helping a team or work group reach its objectives. The capacity to work well with others, encourage teammates, and complete tasks in a team setting are all included in this signal. Effective teamwork demonstrates an employee's capacity to function well in a group setting; and 3) Feedback and Assessment: Feedback and assessment gauge how much a person gets and reacts to performance-related comments from managers, colleagues, or clients. These metrics include the degree of feedback acceptance, the capacity for error-correction, and the actions made to enhance performance in the future. Giving and receiving constructive criticism enables staff members to advance and enhance their work over time (Rony et al., 2019).

Employee performance has been widely studied by previous researchers, including: (F. Saputra, Masyurroh, et al., 2023), (Widodo et al., 2017).

Employee Engagement

The concept of employee engagement emphasises how enthusiastic, engaged, and committed people are to their work, the firm they work for, and the organization's goal, vision, and values. Employee engagement encompasses more than just completing duties as assigned; it also involves a strong sense of ownership over the work and the organisation, which motivates people to perform to the best of their abilities. Employees that are emotionally invested in the mission and values of the company they work for perceive their work as significant and meaningful (Henokh Parmenas, 2022).

Indicators contained in employee engagement include: 1) Active Participation: This metric measures how much staff members actively participate in team meetings, special projects, and social and cultural events hosted by the company. Employee engagement demonstrates their dedication to blending in with the company's culture and community; 2)

Open Communication: The degree of open communication indicates how well the company facilitates two-way lines of contact between staff members and management. This involves management giving employees feedback and information in a transparent manner and employees feeling at ease sharing their thoughts, ideas, or problems with them; 3) Sense of Ownership of Work: This metric measures how much workers believe their job is important and meaningful. Workers that have a strong feeling of pride in their job are typically more driven and dedicated to putting up their best effort; and 4) Good Work Relations: The degree of good work relations is determined by how well employees get along with managers, other employees, and coworkers. This includes teamwork, encouragement from one another, and a feeling of unity at work, all of which promote worker engagement and wellbeing (Nofrialdi et al., 2023).

Employee engagement has been widely studied by previous researchers, including: (Mariska, 2018), (Ruhayat et al., 2022), (Nofrialdi et al., 2023), (Wahdiniawati et al., 2023).

Discipline

Respect for guidelines, customs, and practices that have been set in the context of the workplace or community is a component of discipline. Discipline in an organisational setting more precisely refers to a person's capacity to regulate their conduct and actions in keeping with the expectations and standards established by management or superiors. Adherence to work schedules, company policies, and professional and ethical standards are all components of discipline (Maryanti et al., 2022), (R. Saputra, 2023).

Indicators contained in discipline include: 1) Consistent Attendance: This metric measures how often a worker shows up for work in accordance with a set schedule. Regular attendance demonstrates a worker's discipline and dedication to their job; 2) Punctuality: This refers to an employee's capacity to report for duty or finish their work within the predetermined time frame. Workers who consistently arrive on time demonstrate discipline in doing their duties; 3) The degree to which staff members adhere to corporate standards and procedures, such as standard operating procedures, security guidelines, and office norms, is measured by this indicator. This compliance demonstrates how well employees follow set guidelines and expectations; and 4) High calibre of Work: High calibre work is indicative of workers' correctness, precision, and consistency in their job. Workers who consistently produce high-quality work exhibit discipline in performing their jobs well (F. Saputra & Mahaputra, 2022).

Discipline has been widely studied by previous researchers, including: (F. Saputra & Mahaputra, 2022), (Fauziyah et al., 2016), (Maryanti et al., 2022).

Competency

Competence describes the set of abilities, behaviours, attitudes, and knowledge that a person possesses and needs in order to succeed and perform well in a certain situation, like a job or set of duties. This involves having a thorough understanding of a certain subject, being proficient with related tools and technology, and having the capacity to successfully communicate and work with others. First and foremost, competency is about knowledge, which is having a solid grasp of the ideas, guidelines, and theories that are pertinent to a given profession or subject. This could be familiarity with goods or services, procedures, or industry best practices. People may operate effectively in their work environment and make well-informed judgements with the solid basis that this information offers (Leonita, 2020).

Indicators contained in competency include: 1) Creativity and Innovation: This measure shows how innovatively or creatively an employee can solve a problem or come up with fresh ideas. Workers with inventive and creative minds are typically better equipped to contribute significantly to advancement and development inside the company; 2) Adaptability refers to a

worker's capacity to quickly adjust to changing circumstances at work or in the surroundings. These consist of adaptability, toughness, and the capacity for experience-based learning; 3) Communication abilities: The capacity to persuade people with information in a clear, effective, and compelling manner is one of an employee's communication abilities. This includes having clear and accurate writing, open communication, and good listening skills; and 4) The ability of a worker to effectively manage their time, set priorities, and finish activities by the deadline is reflected in their time management competencies. Workers with strong time management abilities are typically more successful and productive at work (Student et al., 2021)

Competency has been widely studied by previous researchers, including: (Suaprdi, 2023), (Student et al., 2021), (Meyrawati, 2015).

Relevant Previous Research Results

Examining pertinent literature to generate research hypotheses by summarising prior findings and emphasising how they align and diverge from the research plan, as shown in table 1 below:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities with this article	Differences with this article	Basic Hypothesis
1	(Syafitri & Iryanti, 2022)	Work discipline and job satisfaction influence employee performance through work engagement	The influence of work discipline on work engagement	The influence of job satisfaction on employee performance	H1
2	(Luturmas et al., 2022)	Competence and perceived organizational influence on employee engagement	Competence influences employee engagement	Perceived organizational influence on employee engagement	H2
3.	(Yassir Araffat et al., 2020)	Leadership style does not influence employee performance and work discipline influences employee performance	The influence of discipline on employee performance	Leadership style has no effect on employee performance	H3
4	(Lukar et al., 2020)	Competence and work involvement influence employee performance	The influence of competency on employee performance	The effect of work involvement on employee performance	H4
5	(Nugroho & Ratnawati, 2021)	Employee involvement influences employee performance and voice behavior	The effect of employee involvement on employee performance	The influence of employee involvement on voice behavior	H5

Discussion

The following is a discussion of this topic based on the problem formulation, research findings, and prior research mentioned above:

1. The Influence of Discipline on Employee Engagement in the Hospitality Sector

Establishing a productive and goal-oriented work culture requires understanding the impact of discipline, which includes regular attendance, punctuality, staff members' level of compliance, and high-quality work, on employee engagement, which includes active participation, open communication, a sense of job ownership, and positive working relationships. on the work. When combined, these discipline-related factors can foster a work environment that encourages high levels of engagement and worker well-being. Each of these

factors has a considerable impact on employee engagement levels. Strong organisational discipline is built on a foundation of regular attendance and timeliness. Regular attendance by staff members shows a commitment to both the organisation and their work. When workers arrive on schedule, they guarantee efficient teamwork and seamless operations. An essential component of employee engagement is that regular attendance enables workers to engage with coworkers and take part in organisational activities more actively.

The degree of adherence by employees to the regulations and guidelines of the organisation is indicative of the work environment's disciplinary culture. Workers who follow the rules demonstrate that they are aware of the corporate policies and that they respect the hierarchical system. Because of this compliance, the workplace is stable and organised, fostering a culture of open communication and active engagement. Organisations create a solid foundation for increased employee engagement by implementing discipline. A dedication to excellence and strict discipline produce work of the highest calibre. Workers that meet deadlines and quality requirements and finish their work well show that they are committed to the company and their work. In addition to enhancing a company's reputation, doing high-quality work gives employees a sense of self-worth and pleasure in their accomplishments. Workers who are happy in their positions are more likely to interact freely with management and coworkers, as well as to participate more actively in organisational activities.

One of the most significant measures of employee engagement is active participation. Workers who actively participate in company initiatives, team meetings, and special projects show that they are interested in and committed to the firm's aims and values. Engaged employees have more opportunity to interact and form strong relationships with their coworkers, which is a result of their participation. High employee engagement and positive working relationships are based on open communication. A transparent and inclusive work atmosphere is fostered by employees who feel comfortable discussing their thoughts, opinions, or concerns with management and fellow employees. Good communication also makes it easier for team members to collaborate effectively and share critical information.

Strong participation in organisational tasks and producing high-quality work are the direct correlates of a sense of job ownership. Workers who have a sense of pride in their work are typically more driven to perform to the best of their abilities and favourably impact the organization's performance. This feeling of ownership also strengthens one's sense of accountability and motivation to accomplish shared objectives. An essential component of productive workplace interactions is successful employee engagement. Good relationships between coworkers and management are associated with happier and more productive employees. Strong bonds between coworkers also foster a positive work atmosphere where staff members are encouraged and respected by one another. Employee engagement, which includes active participation, open communication, a sense of job ownership, and positive working relationships, is thus significantly impacted by discipline, which includes regular attendance, punctuality, staff compliance, and high calibre work. Organisations can develop a work culture that fosters high employee engagement, maximum productivity, and long-term success by enhancing these elements.

Discipline influences employee engagement, this is in line with research conducted by: (Syafitri & Iryanti, 2022), (Surajiyo et al., 2021), (Ardiansyah & Artadita, 2021).

2. The Influence of Competency on Employee Engagement in the Hospitality Sector

Creating a dynamic, productive work environment greatly depends on the influence of competencies such as creativity and innovation, adaptability, communication skills, and time management abilities on employee engagement, which includes active participation, open communication, a sense of job ownership, and positive working relationships. goal-oriented. When combined, these qualities can improve the relationship between a person and the job and

the organisation. Each of these competencies has a substantial impact on an employee's level of engagement. Innovation and creativity play a significant role in building high levels of employee engagement. Workers that are innovative, creative problem solvers, or capable of coming up with fresh ideas at work show that they are dedicated to adding value for the business. The capacity for innovation also fosters an engaging and dynamic work atmosphere where staff members are inspired to actively participate in accomplishing company objectives.

Furthermore, the secret to raising employee engagement is flexibility. Successful employees are those who can rapidly and flexibly adjust to new work scenarios or changes in the environment in an ever-changing work environment. They have the ability to view obstacles as opportunities and react to difficulties in a positive manner. Because of this flexibility, employees feel important and relevant in their roles within the company, which raises employee engagement levels. Having effective communication skills is also crucial for improving employee engagement. Strong relationships are formed between employees and management when they can effectively, precisely, and convincingly communicate their ideas, facts, or concerns. An open line of communication fosters an inclusive, transparent workplace where staff members feel respected and heard. This boosts the sense of ownership over the job and promotes active engagement in organisational activities.

Effective employee engagement starts with time management skills. Workers that have good time management skills, can prioritise their work, and finish projects by the deadline show accountability and self-control in their work. Employee productivity is increased and they are able to concentrate on crucial activities thanks to this skill. Employees that effectively manage their time are better able to collaborate with one another and take an active role in organisational operations. One of the key components of employee engagement, which is based on the competences used, is active participation. Workers who actively participate in company initiatives, team meetings, and special projects show that they are interested in and committed to the firm's aims and values. Engaged employees have more opportunity to interact and form strong relationships with their coworkers, which is a result of their participation.

High employee engagement and positive working relationships are based on open communication. A transparent and inclusive work atmosphere is fostered by employees who feel comfortable discussing their thoughts, opinions, or concerns with management and fellow employees. Good communication also makes it easier for team members to collaborate effectively and share critical information. Strong participation in organisational tasks and producing high-quality work are the direct correlates of a sense of job ownership. Workers who have a sense of pride in their work are typically more driven to perform to the best of their abilities and favourably impact the organization's performance. This feeling of ownership also strengthens one's sense of accountability and motivation to accomplish shared objectives.

An essential component of productive workplace interactions is successful employee engagement. Good relationships between coworkers and management are associated with happier and more productive employees. Strong bonds between coworkers also foster a positive work atmosphere where staff members are encouraged and respected by one another. Employee engagement, which is characterised by active participation, open communication, a sense of job ownership, and positive working relationships, is thus significantly impacted by talents such as creativity and invention, flexibility, communication skills, and time management abilities. Organisations can develop a work culture that fosters high employee engagement, maximum productivity, and long-term success by enhancing these elements.

Competency influences employee engagement, this is in line with research conducted by: (Nuraeni et al., 2022), (Luturmas et al., 2022), (Utami & Sukmawati, 2019), (R. Saputra, 2022).

3. The Influence of Discipline on Employee Performance in the Hospitality Sector

Employee performance, which includes career growth, team performance, feedback, and appraisal, is greatly impacted by the discipline that includes regular attendance, timeliness, staff members' degree of compliance, and high calibre work. Every facet of discipline is crucial to creating a productive and effective work environment, which in turn affects a range of employee performance factors. First and foremost, regular attendance and timeliness are crucial facets of discipline that have an immediate impact on worker output. Workers that are reliable and punctual demonstrate their commitment to their jobs. Because their reliability and timeliness free them from outside distractions, they typically function at higher levels. Being present on a regular basis fosters trust between management and coworkers, which is crucial for productive teamwork.

Employee performance is also significantly impacted by how well employees adhere to organisational norms and policies. Workers who follow policies typically perform at higher levels because they are aware of what is expected of them by the organisation and behave in a way that conforms to established norms. Employees can operate effectively and efficiently in a structured and ordered work environment thanks to this compliance. Next, a significant factor in employee performance is producing work of a good calibre. Workers who consistently turn in excellent work are more likely to be well-liked by coworkers and be acknowledged for their achievements. Superior work has a positive effect on team performance as a whole in addition to individual employee success. Workers that can generate excellent work inspire their colleagues and aid in the accomplishment of team objectives.

One area of employee performance that is directly impacted by compliance, discipline in attendance, timeliness, and job quality is career progression. Workers that exhibit strong work ethics in completing their regular responsibilities are generally regarded favourably by management and have better career advancement prospects. While high levels of compliance and quality of work represent professionalism and ability that is valued by the organisation, punctuality and consistent attendance exhibit a dedication to work. Therefore, opportunities for training, promotions, or extra tasks that can aid in their professional development are more likely to be extended to disciplined personnel. Employee discipline has an impact on team performance in addition to career growth. Regular attendees, punctual workers, and obedient team members are typically dependable and productive members of the team. They contribute significantly to the accomplishment of team objectives and sustain a supportive work environment. Therefore, discipline on an individual basis enhances team performance as a whole.

Assessments and feedback are crucial instruments for gauging worker performance and offering guidance for development. Workers that exhibit excellent work discipline in terms of attendance, punctuality, compliance, and quality of work typically get favourable comments from managers and colleagues. Additionally, they have a higher chance of receiving high ratings in performance reviews. Fair performance reviews and constructive criticism enable staff members to fulfil their potential and continuously enhance their work output. Overall, employee performance which encompasses career growth, team performance, feedback, and appraisals is greatly impacted by discipline, which includes regular attendance, timeliness, high standards of work, and staff compliance. Organisations may foster a helpful, effective, and productive work environment where individuals may realise their full potential and contribute significantly to the success of the company by enhancing these qualities of discipline.

Discipline influences employee performance, this is in line with research conducted by: (Yassir Araffat et al., 2020), (Pusparani et al., 2021), (Agussalim et al., 2016).

4. The Influence of Competency on Employee Performance in the Hospitality Sector

Talents that affect employee performance include creativity and invention, flexibility, communication skills, and time management. These talents have a big impact on career growth,

team performance, feedback, and assessment. Firstly, the development of high-quality employee performance is significantly influenced by creativity and innovation. Workers with innovative and creative thinking skills are typically great assets to the company. This skill enables people to come up with creative ideas, solve challenging issues in novel ways, and support the expansion and improvement of the business. When it comes to professional growth, workers with high levels of inventiveness and imagination typically draw the interest of managers and have a better chance of receiving promotions or new duties that broaden their horizons. In addition, flexibility has a significant impact on how well employees work. Being able to swiftly adjust to new work environments or environmental changes is a highly appreciated skill in an era of rapidly evolving industry. Because they can adjust to the demands of the business and overcome obstacles as they crop up, employees who are adaptable and flexible typically perform better. Adaptability in the workplace facilitates employees' ability to take calculated risks and investigate novel avenues for career advancement.

Moreover, one of the main variables affecting worker performance is communication proficiency. Workers with great communication skills are typically better at expressing ideas, forming bonds with superiors and colleagues, and cooperating in groups. They are also better able to handle disagreement, provide and accept constructive criticism, and complete jobs more quickly thanks to this capacity. Effective communication skills allow professionals to grow their professional networks, get assistance from others, and effectively promote themselves in the context of career advancement. Employee performance is also significantly impacted by one's capacity for time management. Workers that are adept at managing their time are typically more effective and productive in their work. They have good time management skills, can prioritise tasks, and can finish projects before the deadline. Additionally, by balancing their personal and professional lives, they are able to lower stress levels and produce higher-quality work overall. When it comes to professional growth, time management skills enable workers to schedule training and personal growth, boost output, and accomplish predetermined career objectives.

Creativity and inventiveness, flexibility, communication prowess, and time management skills are all crucial for team performance. Workers with high levels of inventiveness and originality can inspire the group and encourage fruitful dialogue and teamwork. Team members that are flexible can adjust to changing conditions and deal with any adjustments that may arise throughout the project. Proficiency in communication abilities is beneficial for idea transmission, concept clarification, and teamwork. Team members with strong time management abilities can effectively manage resources and meet project deadlines. These competencies also affect assessment and feedback. Positive feedback from supervisors and coworkers is common for employees that possess high levels of creativity and invention, adaptability, communication skills, and time management talents. Additionally, they have a higher chance of receiving high grades in performance reviews. Fair evaluations and constructive criticism enable staff members to fulfil their potential and continuously improve their performance. In general, an employee's performance is greatly impacted by their creativity and invention, flexibility, communication abilities, and time management skills. This is true across a variety of contexts, such as career growth, team performance, feedback, and appraisal. Employees can enhance their overall performance and advance in their careers by mastering these competencies.

Competency influences employee performance, this is in line with research conducted by: (Purba et al., 2018), (Zaky, 2022), (Massie, 2015).

5. The Effect of Employee Engagement on Employee Performance in the Hospitality Sector

A sense of job ownership, open communication, active participation, and positive working relationships are all components of employee engagement, and they have a big impact on a lot of different elements of employee performance, like career growth, team performance, feedback, and appraisal. First and foremost, the secret to achieving exceptional performance is engaged employee participation. Workers that actively engage in organisational activities show a dedication to the company's objectives and are more likely to collaborate with their coworkers. Their professional network can grow as a result of their active participation, and they can learn new things that will improve their skills. Employees that actively participate in professional development are able to expand their experiences and explore career prospects.

Furthermore, developing positive and fruitful working relationships between management and staff depends heavily on open communication. Open communication between coworkers and supervisors tends to make employees happier and more motivated at work. Employee comments, worries, and ideas can also be communicated more successfully when there is open communication, which can impact managerial choices and determine the organization's course. When it comes to career development, open communication enables staff members to share their goals for their careers and get helpful criticism to advance their skills. Having a feeling of ownership over one's work is crucial for raising employee performance. Workers who take ownership of their work are typically more driven and committed to producing the best possible outcomes. They might have a stronger tendency to take the initiative, aim to do their work better, and look for chances to develop. In addition to improving workplace happiness, this sense of job ownership can boost workers' well-being and productivity. Regarding professional growth, a feeling of job ownership can motivate staff members to seek out more chances for personal growth and take on more duties that will raise their profile inside the company.

Last but not least, productive relationships at work foster a positive, cooperative, and encouraging atmosphere. Good relationships between subordinates and superiors make employees feel more at ease and motivated at work. They might be more willing to work together on group initiatives, encourage one another in accomplishing shared objectives, and share information and experiences. Effective working relationships have the potential to decrease conflict and foster trust among team members, both of which are critical for the effective operation of a team. In terms of career development, positive working relationships can assist staff members in creating robust professional networks and obtaining the assistance they require to reach their career objectives. Employee performance, including professional growth, team performance, feedback, and appraisal, is thus significantly impacted by employee involvement, which includes active participation, open communication, a sense of job ownership, and positive working relationships. Organisations may foster a work climate where workers can fulfil their potential and contribute significantly to the success of the company by fortifying these elements.

Employee engagement influences employee performance, this is in line with research conducted by: (Nugroho & Ratnawati, 2021) and (Fauzya & Chaniago, 2022).

Conceptual Framework

Based on the problem formulation, relevant previous research and the results and discussion of the research above, including:

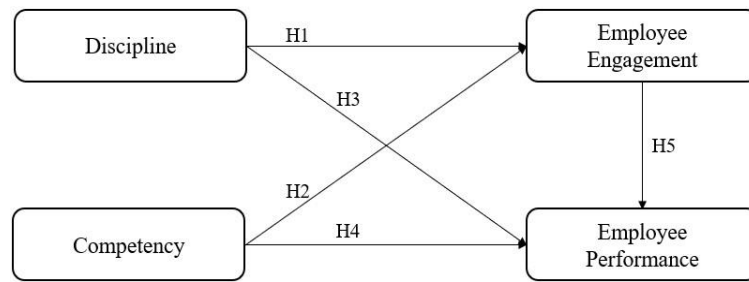


Figure 1. Conceptual Framework

Figure 1 above illustrates how competence and discipline affect worker engagement and output. Other factors that affect employee performance and engagement in addition to the two independent variables that affect the two dependent variables are as follows:

- 1) Salary: (Riyanto et al., 2017), (Putra et al., 2021), (Shyreen A et al., 2022).
- 2) Work Colleague: (Mahaputra et al., 2023), (F. Saputra et al., 2024), (Putri et al., 2023), (Sari & Ali, 2019).
- 3) Work Motivation: (F. Saputra, 2021), (Ali et al., 2022b), (F. Saputra, Mahaputra, et al., 2023), (Setyawati et al., 2022), (Mahaputra & Saputra, 2021), (Ali et al., 2022a).

CONCLUSIONS

Taking into account the problem's background, conceptualization, prior study, outcomes, and debate, the ensuing research conclusions were determined:

1. Discipline influences employee engagement in the hospitality sector.
2. Competency influences employee engagement in the hospitality sector
3. Discipline influences employee performance in the hotel sector.
4. Competency influences employee performance in the hotel sector.
5. Employee engagement influences employee performance in the hospitality sector.

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