The Effect of Communication and Complaint Handling on Employee Commitment with Moderating Variable Employee Job Satisfaction at Kumala Hotel Banda Aceh

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A R T I C L E I N F O

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A B S T R A K

This study aims to examine the effect of communication and complaint handling on employee commitment, with job satisfaction as a moderating variable. The findings reveal that both communication and complaint handling significantly influence employee commitment. Effective communication ensures that employee needs and expectations are met, thereby enhancing satisfaction and strengthening commitment. Similarly, proper handling of employee complaints fosters positive attitudes and behavior, which further promotes organizational loyalty. Moreover, the study finds that job satisfaction moderates the relationship between communication, complaint handling, and employee commitment. When job satisfaction is high, the positive effects of communication and complaint handling on commitment are amplified. Conversely, low satisfaction weakens these effects. These results align with Social Exchange Theory, Organizational Justice Theory, and Herzberg's Two-Factor Theory, emphasizing the importance of addressing both communication quality and employee satisfaction to enhance organizational commitment. The study recommends that organizations adopt integrated strategies focusing on transparent communication, effective complaint resolution, and sustained efforts to improve job satisfaction in order touild a committed and productive workforce.

INTRODUCTION

Employee complaints are a common occurrence that can occur in the workplace. However, how you approach resolving a conflict or complaint can determine how effectively and professionally the issue is handled. Employee complaints are unavoidable even in the best companies regarding work. Complaints can come from the scope of work covering everything from aspects of cleanliness of the work environment to work flexibility and employee perceptions company or government policies, such as anti-discrimination laws, have been violated. Perceived violations of union contracts are also grounds for complaint. Bean (1996) notes that the problem of complaints from employees is dissatisfaction with the treatment given to them. As well as (Ayadurai, 1996) revealed that Complaints are also generated by employees for disagreement with their company policies. In other words, when company policies are not clear to an employee and do not specifically state what and how should be carried out, obtained, or ways to express dissatisfaction by employees, complaints are likely to arise Hardeman (2004).

For this reason, the ability to listen to and handle employee complaints fairly and responsively can help increase job satisfaction among employees who will form a strong commitment in employees to work and the company where he works.

For this reason, intensive communication is needed between the company and employees in resolving complaints that occur. It is hoped that good communication will get an agreement where the company allows employees to speak up and listen to their complaints, gives them a sense of ownership, and gives explanations to them. that their rights are guaranteed.

Communication is very important in a company , not only in building and maintaining relationships, but communication is also able to bridge workplace innovation . Employees who feel comfortable communicating will have new experiences and ideas on an extraordinary level. Without communication at work, there will be some problems. Like; as lack of standard communication problems, communication barriers, mixing of work, and personal communication, misinterpretations, and assumptions, poor listening skills, lack of factual communication, failure to disperse communication, privacy, and attitude (Frost, 2008).

Good communication and complaint handling within the company is an important element. Every complaint that comes from employees needs to be processed and handled as optimally as possible. All complaints addressed by employees to the company are used as material for evaluation to improve ways of handling these complaints so that employees feel they are getting treatment that forms a strong commitment to the company.

Year	Amount Employee Beginning Year (1)	Employee Go out (2)	Employee Enter (3)	Amount Employee End Year (4) 4=1-2+3	(%) Employee Exits (5) 5=2:1
2019	37	8	3	40	21.63%
2020	32	8	5	37	25 %
2021	33	9	2	34	27.27%

From the data above it can be seen that over the last three years, the number of employees who submitted their resignation has increased, this indicates that there is an internal problem in the company which results in dissatisfied employees ultimately deciding to leave the company.
Resignation of employees in this case is usually triggered by feelings of dissatisfaction at work which results in a low commitment to remain in the company caused by bad communication and complaints which often exacerbate relationships including no Satisfaction that is often experienced by employees towards the company both has an impact on organizational performance directly and indirectly. Any real feelings associated with personal injustice, which are of concern to the employee such relationships are known as complaints (Adams and Figueroa, 2013).

LITERATURE REVIEW

Definition of Communication

According to Supardi (2016) interpreting communication is an effort to encourage other people to interpret opinions as desired by people who have these opinions. With communication, it is hoped that points of equality, and mutual understanding will be obtained, in the aspect of communication, it is not just saying or writing something, it also includes a meaning . Haryani (2016) communication is a process in which a person (communicator) sends stimuli (usually with verbal symbols) to change the behavior of other people (communicants). Wibowo (2014,) communication is a process in organizational settings to keep management and employees informed about various relevant matters. Communication is concluded based on the opinions of the experts above, it can be Communication is a process in which a person conveys a message or information to other people in his activities. This is in line with the opinion of Mangkunegara (2014) communication is the process of transferring information, ideas, and understanding from one person to another so that one can interpret it according to the intended purpose.

Employee complaints

Complaints are issues raised by employees to express dissatisfaction with management behavior and are an attempt to bring about change D'Cruz, (1999). Complaints involve an individual claiming that he or she has suffered or been harmed, often because of actions or decisions made by managers acting on behalf of the organization, Anderson & Gunderson, (1982). Complaints that are substantiated are signals that a manager's behavior is wrong or the manager has violated the worker's behavior correctly, Meyer (1994). Often within organizations, complaints arise due to a lack of clarity in explicit company rules. Hook, et. al, (1996). Noe, Hollenbeck, Gerhart & Wright, (2003) point out that too many complaints can indicate a problem but also too few. According to them, a very low complaint rate might suggest a fear of filing a complaint, a belief that the complaint procedure is ineffective, or a belief that ineffective representation is adequate.

Employee commitment

Definition of Employee Commitment The definition of employee commitment according to Robbins (2003) organizational commitment is a work attitude that reflects the feelings of each individual, whether they like or dislike the organization in which they work. While Mowdey et al in Ansel & Wijono (2012) define organizational commitment as the relative strength of an individual in identifying his involvement with a part of the organization which is reflected through acceptance of values and goals, readiness, and willingness to try seriously, and the desire to maintain membership in the organization. The definition of commitment was also put forward by According to Zurnali (2010), commitment is a strong and close feeling from someone towards the goals and values of an organization about their role in efforts to achieve these goals and values.

Employee job satisfaction

Employee job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors (Sutrisno, 2019, p. 74). This attitude can be in the form of a positive attitude, which means employees or members of the organization are satisfied, or even negative, which means they are dissatisfied with all aspects of the job, be it from the work situation, task load, rewards, risks, and so on.

In the same vein, but from a slightly different point of view, according to Afandi (2018, p. 73), work attitude or *job satisfaction* is a general attitude towards one's work that shows the difference between the number of rewards workers receive and the amount they believe they should receive. In other words, job satisfaction is a comparison between contributions and rewards that he gets based on the subjective opinion of the employees themselves.

Furthermore, according to Handoko (2020, p. 193), job satisfaction is an employee's opinion that is pleasant or not about his work, this feeling can be seen from the good behavior of employees towards work and all things experienced by the work environment. Thus job satisfaction is also related to the sense of belonging and loyalty of employees because it is a view of their affection or feelings for the organization or company.

Today's workers are not merely valued as resource assets, workers do not only work to earn a living but voluntarily want their organizations to progress in line with their personal development. This is as stated by Wibowo (2016, p. 415) that everyone who works expects to get satisfaction from their place of work, and job satisfaction will affect the productivity that is expected by managers. For this reason, managers need to understand what must be done to create job satisfaction for their employees.

Meanwhile, Vecchino (in Wibowo, 2016, p. 415) argues that job satisfaction is a person's thoughts, feelings, and action tendencies which are a person's attitude towards work. This means that job satisfaction is also very related to the overall mental processes and actions that will be carried out by employees or personnel. In other words, this attitude will affect their performance and psychological processes toward the work they will do.

It can be concluded that job satisfaction is a general view, attitude, and behavior of a person towards his work which is judged by a comparison between workload and rewards received based on the opinion that they should receive which will have an impact on work productivity and organizational goals in general.

METHODE

This research, was carried out using associative research where the research was carried out by taking locations at Kumala Hotel Banda Aceh is located on Jalan Prof Ali Hasym N0 9-10 Banda Aceh.

The total population in this study is 85 employees, Kumala Hotel Banda Aceh. While the sampling technique uses a saturated sample. This means that a population sample of 70 employees was used as the sample in this study. Data collection techniques using a questionnaire with a Likert scale. Where the questionnaire was prepared based on the existing indicators on the variables of communication, complaint handling, employee job satisfaction, and employee commitment.

The data in this study is primary data obtained directly through interviews (interviews) and secondary data derived from company documentation that supports this research.

As for the variables measured in this research are:

1. Communication is the process of transferring messages from the communicator to the recipient/communicant. However, in this process, there are elements, concepts, processes, and goals that must be understood in communicating
2. Complaint Handling is a concern, problem, or complaint that employees have about their job, the workplace, or someone they work with
3. Employee job satisfaction is a measure of the level of satisfaction of workers with their type of work related to the nature of their work assignments, work results achieved, forms of supervision obtained as well as feelings of relief and feelings of liking towards the work they are doing
4. Employee commitment is **the loyalty that employees have toward the company where the employees work**. Commitment owned by employees can also be seen as a condition in which an employee is in favor of an organization and its goals, and is interested in maintaining membership in the organization.

The quality of the work environment has been recognised as one of the significant factors in determining the level of work stress experienced by individuals. A supportive work environment, including its physical and psychosocial aspects, can reduce stress levels and improve employee well-being. Aspects such as work safety, social support from colleagues and supervisors, and opportunities for self-development all contribute to more effective work stress management.

According to Rizki (2016), the work environment is the totality of tools, materials, surroundings, work methods, and work arrangements, both individually and as a group.

According to (Pratiwi & Wahyuningtyas:2016), broadly speaking, the work environment has dimensions that are divided into (2), namely:
1. The Physical Work Environment is all physical conditions present around the workplace that can affect employees both directly and indirectly.
2. The Non-Physical Work Environment is all conditions that occur related to work relationships, whether with superiors, fellow colleagues, or subordinates. The non-physical work environment also includes work methods, as well as work arrangements, both individually and in groups, which include indicators such as the number of rest hours, work hour effectiveness, and safety.

Hyphotesis
H1: Communication has a significant positive effect on employee commitment at PT Union Mekar Jaya.
H2: Complaint handling has a significant positive effect on employee commitment at PT Union Mekar Jaya.
H3: Employee job satisfaction positively moderates the relationship between communication and employee commitment at PT Union Mekar Jaya**.**
H4: Employee job satisfaction positively moderates the relationship between complaint handling and employee commitment at PT Union Mekar Jaya.



Figure 1. Conceptual Framework

To examine the relationship of each variable between the independent, dependent, and moderating variables, simple linear regression and multiple linear regression were used. To test the effect of the independent variables on the dependent variable, a simple regression analysis is used. To find out the effect of the independent variable on the dependent variable in which there are moderating variables (strengthening or weakening) the relationship of the independent variable to the dependent variable can be done by interaction test, absolute difference value test, and residual test

Then testing the residual test can be done with the following multiple regression equation.

$Y = a + b1\ X1 + b2Z + b3X1.Z + e$

$Y = a + b4\ X2 + b5Z + b6X2.Z + e$

Information:
Y = Employee Performance
a = Constant
b = Regression Coefficient
X1 = Job satisfaction
X2 = Work Stress
Z = Workload
X1.Z = Interaction between job satisfaction and workload
X2.Z = Interaction between work stress and workload
e = Standard error

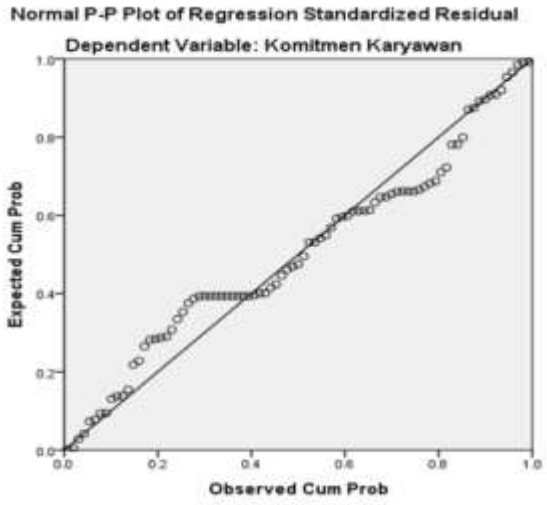
Provide clear and concise versions of your methods of conducting research, population and samples, and data analysis tools.

RESEARCH RESULT

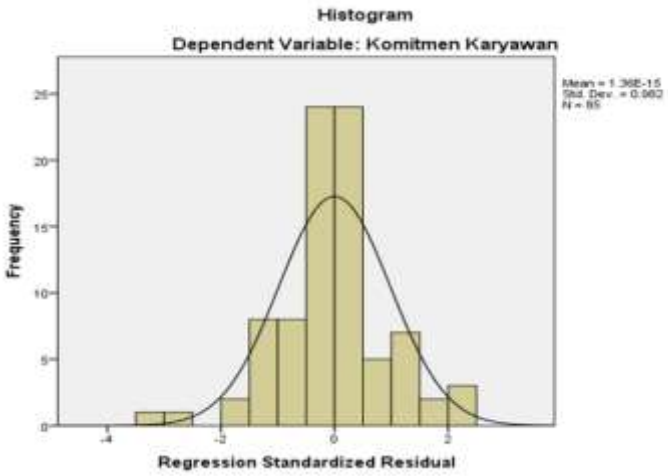
Classic assumption test

4.1.1 Normality Test

According to Ghozali (2016), the normality test is carried out to test whether, in a regression model, an independent variable and a dependent variable or both have a normal or abnormal distribution. If a variable is not normally distributed, the statistical test results will decrease. In the data normality test, it can be done using the One-Sample Kolmogorov Smirnov test, namely with the provision that if the significance value is above 5% or 0.05, the data has a normal distribution. Meanwhile, if the results of the One-Sample Kolmogorov-Smirnov test produce a significant value below 5% or 0.05, then the data does not have a normal distribution.



probability plot graph , it can be seen that the dots spread around the diagonal line (following the area of the linear line. In addition to using the P chart, the Normality test plot can be seen in the histogram below :



The image above is a histogram graph. A histogram graph is said to be normal if the data distribution is bell-shaped, not skewed to the left or skewed to the right (Santoso, 2015: 43). The histogram graph above forms a bell and is not skewed to the right or left so that the histogram graph is declared normal.

Multicollinearity Test

According to Ghozali (2016), the multicollinearity test aims to find out whether the regression model found a correlation between the independent variables or the independent variables. The effect of this multicollinearity is to cause high variables in the sample. This means that the standard error is large, as a result when the coefficients are tested, the t-count will have a smaller value than the t-table. This shows that there is no linear relationship between the independent variables that are affected by the dependent variable.

To find whether or not multicollinearity exists in the regression model, it can be seen from the tolerance value and the variance inflation factor (VIF) value. The tolerance value measures the variability of the selected independent variables which cannot be explained by other independent variables. So a low tolerance value is the same as a high VIF value, because VIF = 1/tolerance, and indicates high collinearity. The cut-off value used is for tolerance values of 0.10 or VIF values above number 10.

Multicollinearity table

Coefficients [a]

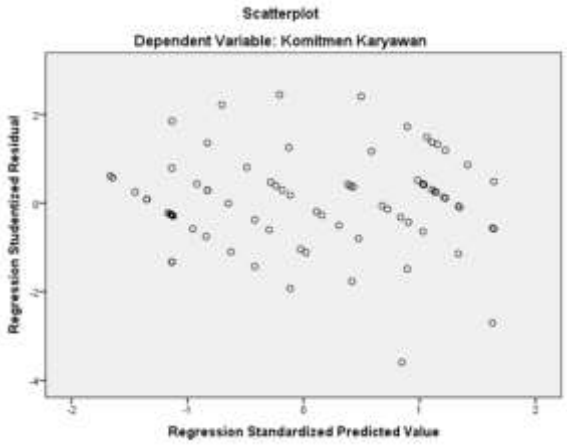
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Communication	.019	53,087
	Complaint Handling	051	19,633
	Employee Satisfaction	045	22,352

a. Dependent Variable: Customer Loyalty

The three independent variables are X1 , X2, and Z, have *tolerance* and VIF values within the tolerance limits that have been set so that the table above applies, so it can be seen that there is no multicollinearity in the independent variables in this study.

Heteroscedasticity Test

scatterplot graph where the points formed are spread randomly, spread both above and below the number 0 on the Y axis, if the conditions are met then heteroscedasticity does not occur.



***Path* Analysis**

Path analysis or path analysis is an extension of multiple linear regression, or path analysis is the use of multiple linear regression analysis to estimate the effect of quality between variables (causal model) that has been previously defined before the theory. Multiple linear regression analysis is used to see the effect of the independent variables on the dependent variable.

Calculated F value obtained is 78.919 > 2.58 and a significance of 0.000 <0.05, it can be concluded that Ho rejected And Ha, which means communication, handling complaints in a manner simultaneous influential positive and significant to commitment to Results analysis data in study This is:

1. Multiple linear regression test, which juan to test the effect of communication, complaint handling, and employee satisfaction with employee commitment stated de-just equality regression:

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$

Based on the results of the regression test, the equation of the regression is as the following:

$Y = 3{,}170 + 0.473X_1 + 0.333X_2 - 018X_3$

Based on equality regression, can interpret:

a = 3.170; when communication, complaint handling, and employee satisfaction are equal 0 then employee commitment is positive.

b1 = 0473; if communication is further improved, then employee commitment will increase assuming the variables of complaint handling and employee commitment are considered constant.
b2 = 0.333; if the handling of complaints increases, then employee commitment increases with the assumption that the variables of communication and employee satisfaction are considered constant.
b3= - 018; if employee satisfaction is increased, then employee commitment will increase assuming the variables of communication and complaint handling are considered constant.
Testing the significance of the influence of motivation and job satisfaction on employee performance is carried out through the t-test:

a. Test the effect of motivation on employee performance

The results of the t-test obtained a p-value (0.000) < 0.05, meaning that there is a significant influence of communication on employee commitment; this supporting hypothesis 1.

b. Test the effect of job satisfaction on employee performance

The results of the t-test obtained a p-value (0.000) < 0.05, meaning that there is a significant influence on the handling of complaints on employee commitment; this supporting hypothesis 2.

Table 1 Results Analysis Regression linear Double

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	3,170	1,344		2,359	.021
	Communication	.473	.103	.493	4,611	.000
	complaint handling	.333	072	.431	4,638	.000
	employee satisfaction	-.018	095	-.018	-.185	.854

a. Dependent Variable: employee commitment

Table 2 Test Results of the Effect of Communication on Employee Commitment with Employee satisfaction as Variable Moderation

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	-10,574	21,507		-.492	.624
	Communication	1,383	.973	1,442	1,422	.159
	employee satisfaction	.780	.986	.790	.791	.431
	Abs_zx1_zx3	-.031	044	-1,326	-.701	.485

a. Dependent Variable: employee commitment

Table 3 Results Test F (Test Mark Difference Absolute 1)

ANOVA [a]

Model		Sum of Squares	Df	MeanSquare	F	Sig.
1	Regression	181,537	3	60,512	52,450	.000 [b]
	residual	93,451	81	1.154		
	Total	274,988	84			

a. Dependent Variable: employee commitment
b. Predictors: (Constant), Abs_zx1_zx3 , employee satisfaction, Zscore: communication

Table 4 Results Test R [2] (Test Mark Difference Absolute 1)

Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.813 [a]	.660	.648	1.07411

a. Predictors: (Constant), Abs_zx1_zx3, Zscore , employee satisfaction, communication Zscore

1. Test Mark Difference Absolute

Test the absolute difference value to test hypothesis 3 Which state employee satisfaction moderate the effect of communication and complaint handling on employee commitment. Hypothesis testing 3 was carried out through the test of the difference in the mut- lacquer 1st and test mark absolute difference 2:

a. Test Mark Difference Absolute 1

To test employee satisfaction in moderate the influence of communication face employee commitment, stated- right with equality:

$Y = \alpha + b_1 X_1 + b_2 X_3 + b_3 \mid X_1 - X_3 \mid + e$

Table 2 shows that moderation $\mid X_1 - X_3 \mid$ significant or to-earn *p.s value* (0.485) > 0.05; _ means employee satisfaction is not able to moderate the effect of communication on employee commitment; with thereby men- support hypothesis 3.

Table 3 produces a *p.s value* (0.000) < 0.005 means model re-precise regression (*fit*) in predicting the effect of communication on employee commitment to employee satisfaction as variable moderation.

Table 4 shows the results of test R [2] of 0.660 means that variations in employee commitment can be explained by variations in variable communication, and employee satisfaction

Table 5 Results Test Influence complaint handling to Employee commitment with Compensation as Variable Moderation

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	-2,366	20,543		-.115	.909
	complaint handling	.735	.772	.952	.952	.344
	employee satisfaction	.514	.946	.521	.544	.588
	Abs_zx2_zx3,	-.011	.035	-.563	-.313	.755

a. Dependent Variable: employee commitment

Table 6 Results Test F (Test Mark Difference Absolute 2)

ANOVA [a]

Model		Sum of Squares	Df	MeanSquare	F	Sig.
1	Regression	181,310	3	60,437	52,257	.000 [b]
	residual	93,679	81	1.157		
	Total	274,988	84			

a. Dependent Variable: employee commitment

[a.] b. Predictors: (Constant), Abs_zx2_zx3, Zscore , employee satisfaction, Zscore: complaint handling

Table 7 Results Test R [2] (Test Mark Difference Absolute 2)

Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.812 [a]	.659	.647	1.07542

a. Predictors: (Constant), Abs_zx2_zx3 , employee satisfaction Zscore , complaint handling Zscore

DISCUSSION

1. Effect of communication on employee commitment

The results of this study support hypothesis 1, that communication has a significant effect on employee commitment in Kumala Hotel Banda Aceh Increase in employees in Kumala Hotel Banda Aceh This can be pursued through increased intense communication with employees . When communication is getting better with employees, it means that the needs and expectations of employees will be fulfilled. These conditions make employees more satisfied, thus encouraging employees to be stronger in their commitment . The results of this study support research conducted by Apriyanti (2016).

The results show that job satisfaction has a significant effect on employee commitment, both partially and simultaneously. Furthermore, Fajariyah, Nur (2015) Fajariyah , The results of his research show HR competency and job satisfaction significantly influence employee commitment either partially or simultaneously.

2. Effect of complaint handling on employee commitment

The results of this study support hypothesis 2, that complaint handling has a significant effect on employee commitment in Kumala Hotel Banda Aceh Increasing employee commitment in Kumala Hotel Banda Aceh can be pursued through increased handling of employee complaints. When the handling of employee complaints is high, it means that employees have a positive attitude toward work. A positive attitude towards work will also influence positive work behavior so that it can encourage employees to optimize commitment. The results of this study support research conducted by Ogadinma (2017) where complaints handling procedures such as collective bargaining, complaints, and an open door policy because it positively affects employee performance in terms of commitment (devotion, continuance, and affective commitment).

The effect of communication and complaint handling on employee commitment with employee satisfaction as a moderating variable

The results of this study succeeded in supporting hypothesis 3, that employee job satisfaction moderates the effect of communication and complaint handling on employee commitment .The test results of the absolute difference value are 1, proving that the higher the interaction between communication and employee satisfaction, the employee commitment will be higher. The effect of communication on employee commitment will be stronger, if the perceived employee satisfaction is positive. Conversely, the effect of communication on employee commitment will be weaker, if the employee 's perceived job satisfaction is negative. The findings of this study are not in line with research conducted by Zuraidah (2018) job satisfaction and communication have a significant effect and have a significant role in employee commitment at UD. Identity in Pamekasan Regency, further research by Syafrianti (2014) The results showed that motivation and job satisfaction have a significant effect on employee commitment both partially and simultaneously

The effect of motivation on employee performance will be stronger if employees have a positive attitude toward compensation. Conversely, the influence of motivation on employee performance will be weaker, if the employee is in a dissatisfied condition caused by a negative attitude towards compensation. The results of this study are supported by Herzberg's theory in Sondang P. Siagian (2002: 107), if employees have a positive attitude toward their work assignments, then their level of satisfaction is usually high. According to Mutiara Sibarani Panggabean (2002: 2) from the point of view of HR managers, if their employees are satisfied with the treatment at work, then they will behave as expected, they will be bound, willing to be involved in carrying out their work, creative, innovative, productive, and disciplined.

CONCLUSIONS AND RECOMMENDATIONS

The results of this study indicate that both **communication** and **complaint handling** have a significant positive effect on **employee commitment**. Improved communication ensures that employees' needs and expectations are addressed, increasing satisfaction and strengthening their commitment to the organization. Similarly, effective handling of complaints fosters a positive work attitude, which promotes greater dedication and engagement among employees.

Moreover, the study confirms that **employee satisfaction serves as a moderating variable**, strengthening the influence of both communication and complaint handling on commitment. When employees perceive high satisfaction, the relationship between these factors and commitment becomes stronger. On the contrary, low satisfaction can weaken this relationship. These findings highlight the critical role of maintaining employee satisfaction to ensure that communication and complaint handling efforts effectively enhance commitment.

Overall, the research emphasizes the importance of open communication, responsive complaint handling, and fostering a satisfying work environment to improve employee commitment and performance. These results are supported by previous studies and align with established motivation theories such as Herzberg's, reinforcing the need for organizations to invest in employee-centric practices.

ADVANCED RESEARCH

The results of this study indicate that communication and complaint handling have a significant effect on employee commitment, with job satisfaction acting as a moderating variable that strengthens this relationship. Effective communication enables the fulfillment of employee needs and expectations, ultimately increasing satisfaction and reinforcing their commitment to the organization. Conversely, poor communication can weaken commitment even if other factors are supportive. Similarly, responsive and fair complaint handling fosters a positive attitude toward work, which in turn encourages more productive and loyal behavior. Job satisfaction enhances these positive effects; when employees feel satisfied, the impact of communication and complaint handling on commitment becomes stronger. However, if job satisfaction is low, the influence of these two variables weakens. These findings align with Social Exchange Theory and Organizational Justice Theory, which suggest that when organizations meet employee needs through open communication and fair resolution of issues, employees respond with positive attitudes such as loyalty and strong attachment. Additionally, this is supported by Herzberg's Two-Factor Theory, which emphasizes that job satisfaction plays a crucial role in motivating desired work behavior. Therefore, organizations are advised not only to improve the quality of communication and the effectiveness of complaint handling but also to consistently maintain and enhance employee job satisfaction in order to sustain strong and long-term employee commitment.

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