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The Effect of Competency, Motivation and Work Discipline on Employee Performance (Study on Room Division V Hotel Bandung Employees)

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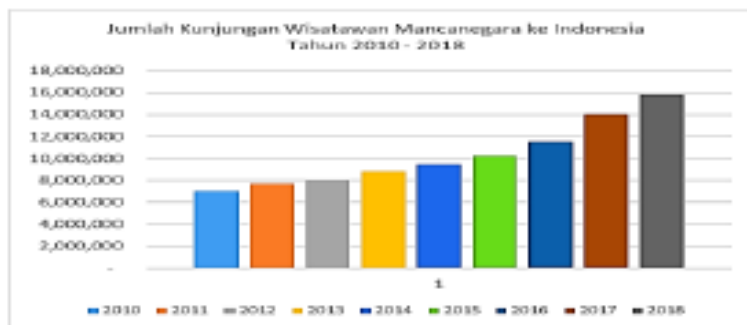
Abstract: The purpose of this study was to analyze the influence in competence, motivation, and work discipline on employee performance of Room Division V Hotel Bandung both simultaneously and partially. The research method used is descriptive and verification analysis using Likert scale with ordinal measurement.. Testing the validity and reliability used is the Product Moment correlation approach from Person, with saturated sample design of 35 respondents. Whereas the data analysis technique uses statistical data analysis with path analysis formula. The ordinal scale data are transformed into interval scale data through Successive Interval Method. Based on the results of hypothesis testing, it can be seen that competence, motivation, and work discipline simultaneously have a real and positive influence on employee performance at 59.5% while the remaining 40.5% are influenced by other variables. Partial testing revealed that competence not had a significant on employee performance work motivation had had a significant on employee performance with an effect of 25.5%, and work discipline had a significant and positive effect on employee performance with an effect of 51.5%.

Keyword: Competency, Motivation, Work discipline, Employee Performance.

INTRODUCTION

Currently, the tourism sector in Indonesia has played a role as the second largest foreign exchange contributor after oil and gas and has become an important industry or sector that the government can rely on to become the main pillar of national economic development (Government Regulation No. 50, 2011). As a pillar of national development, a picture of the strategic prospects of tourism can be shown from the number of domestic and foreign tourist visits in recent years which have continued to increase. The following data from the Central

Statistics Agency shows an annual increase in foreign tourist visits to Indonesia since 2010 - 2018 as follows:



Source : Central Bureau of Statistics 2019

Figure 1. Table of Foreign Tourist Visits to Indonesia 2010 – 2018

With the increase in the number of domestic and foreign tourists mentioned above, it is very important to improve the quality of Tourism Human Resources so that they can provide a positive image to visiting tourists.

With globalization, the development of the business world in the service sector is very rapid, especially in the hotel industry. Hotels are one of the business sectors included in the Hospitality Service Industry category, namely a business sector that aims to provide accommodation facilities, food and beverage services or as a place to hold an event. According to Dessler (2018), globalization means increased competition, increased competition means better performance, thus human resource management in the hotel business sector cannot be ignored. A high-performance work system is an HR policy and practice that maximizes employee competence, commitment, ability and new technology will result in better productivity, quality, sales and financial performance.

Employee performance is one of the determinants of whether a business can run well or not, because employee performance is a reflection of the organization itself. The ability to manage employee performance effectively can lead to increased profit margins, cost savings, customer satisfaction, growth or market share.

Performance is the result of work that has a strong relationship with organizational strategy, customer satisfaction, providing economic contribution, has a broad meaning not just the achievement of results but also the process of what and how to do it. The measuring tool to see the level of employee performance success can be seen from the level of customer satisfaction and from the results of employee performance evaluation.

From the results of the pre-survey that has been conducted previously, according to the Human Resources Manager of V Hotel Bandung, information was obtained that there was a decline in employee performance specifically in the Room Division compared to the previous year. While for the Rank & File level, it is expected that the results of the employee performance assessment will be at grade B or a score above 3.40.

Table 1. Room Division Employees Annual Performance Assessment

No	Kriteria	2018				2019	
		Sem 1		Sem 2		Sem 1	
		Skor	Grade	Skor	Grade	Skor	Grade
1	Department Head & Asst.	3.75	B	3.75	B	3.40	C
2	Supervisor	3.45	B	3.45	C	3.00	C
3	Rank & File	2.85	C	2.80	C	2,50	D

Sumber : Data diolah oleh HRD V Hotel Bandung, Agustus 2019

Table 2. Performance Assessment Criteria

Kategori	Grade	Interval Skor
Melebihi harapan	A	4.21 - 5.0
Memenuhi harapan	B	3.41 - 4.20
Cukup memenuhi harapan	C	2.61 - 3.40
Kurang memenuhi harapan	D	2.21 - 2.60
Tidak memenuhi harapan	E	> 2.20

Sumber : Data HRD V Hotel Bandung

Based on the results of the HRD analysis, it is suspected that there has been a decline in employee performance (work achievement) caused by aspects of employee competence, motivation and work discipline. This is the basis for the researcher's interest in proving the allegations related to the decline in performance assessment results. The problems found in the field coupled with theories that are considered appropriate regarding performance problems that occur at V Hotel are based on John Miner, Parasuraman, Zeithaml & Berry in Sudarmanto (2018), that performance is influenced by quality, quantity, use of time at work, cooperation with others, motivation, reliability, comprehension, competence, politeness and knowledge.

Previous research results show that good employee management is competency-based HR management. Competence is a determining factor in performance success. This statement was expressed by Armstrong in Dharma explaining that competence is a dimension of a behavioral role that is needed by someone to carry out work satisfactorily. Employees must have high work motivation so that they produce good performance. Lack of incentives is not only a matter of money but can be caused by a lack of educational opportunities and awards, as well as unpleasant workspaces and work atmospheres

Discipline is a management behavior that demands fulfillment of organizational standards and has an important function in management. This encourages work passion, work spirit, and the realization of organizational and employee goals. According to Simomora, discipline is a procedure that corrects or punishes subordinates for violating procedures. Mathis and Jackson in Rozalia state that the main standard in measuring performance is one of them by measuring the level of attendance, namely the assumption used in measuring or assessing the work of employees by looking at the attendance list.

Table 3. Room Division V Hotel Employee Attendance Data July-September 2019

Bulan	Total Karyawan	Total Hari Kerja	Total Kehadiran Karyawan seharusnya	Absensi Karyawan	Total Kehadiran	Persentase Ketidakhadiran karyawan
Juli	31	27	837	35	802	4.18 %
Agustus	31	26	806	33	773	4.09 %
September	31	26	806	32	774	3.97 %
Rata-rata						4.08 %

Sumber : Data HRD V Hotel Bandung

According to Mudiarta in Dwipayana (2014), an average absence of 2-3 percent per month can still be stated as good, and absence of more than 3 percent illustrates poor work discipline conditions in the organization. The results showing an absence rate of more than 3 percent indicate that there is something that is an indication of a problem that occurs in the operational process of employee performance at Room Division V Hotel Bandung.

Previous studies have stated that employee performance is influenced by factors of mental attitude, work motivation, discipline and work ethics, education and training, skills, income level, work environment and climate, production facilities, technology and opportunities for achievement (Krisnanda & Sudibya, 2014). And from the results of research by Sukmawati (2017), Sudirman (2017), and Siswati (2015) it is proven that the level of

competence, motivation and work discipline will greatly affect employee performance and will affect the productivity of a company.

METHOD

To examine the influence between research variables on employee performance, the tabulated data is applied to the research approach, namely Path Analysis. Structurally, the overall research paradigm can be described as follows:

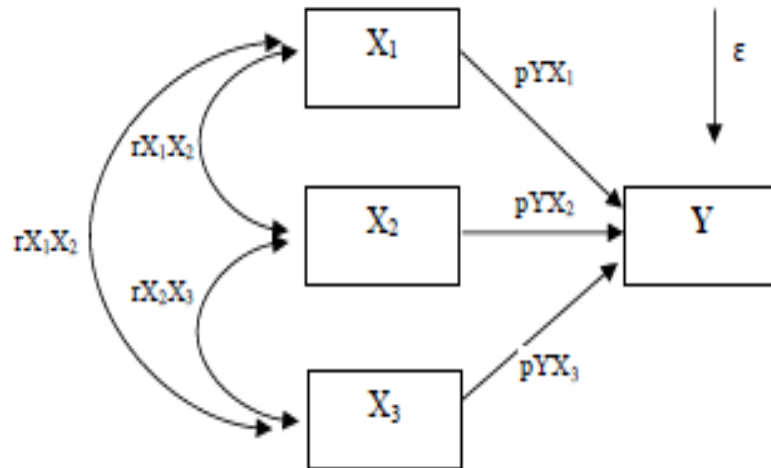


Figure 1. Structural Diagram of the Relationship Between Competence, Work Motivation and Work Discipline on Employee Performance

X1 : Competence

X2 : Work Motivation

X3 : Work Discipline

Y : Employee Performance

ε : Other factors that affect Y, besides X1, X2 and X3

= Correlation between variables X1 X2 and X3

ρ_{YX1} = Path coefficient of influence of variable X1 on variable Y

ρ_{YX2} = Path coefficient of influence of variable X2 on variable Y

ρ_{YX3} = Path coefficient of influence of variable X3 on variable Y

$\rho_{Y\epsilon}$ = Path coefficient of influence of variable ϵ (other variables not studied/observed in this study) on variable Y

$$\text{Path structure equation } Y = \rho_{YX1}X1 + \rho_{YX2}X2 + \rho_{YX3}X3 + \epsilon$$

RESULTS AND DISCUSSION

The Influence of Competence, Motivation, and Work Discipline on Employee Performance at Room Division V Hotel Bandung

To find out whether the independent variables, namely the influence of competence, motivation, and work discipline on the performance of employees of Room Division V Hotel Bandung, were carried out using Path Analysis and the software used was SPSS release 23. The steps taken were to calculate the correlation between variables so that the following was obtained as in table 4 below:

Table 4. Correlation Matrix Table Between Variables

		Correlations		
		KOMPETENSI	MOTIVASI KERJA	DISIPLIN KERJA
KOMPETENSI	Pearson Correlation	1	.378*	.573**
	Sig. (2-tailed)		.025	.000
	N	35	35	35
MOTIVASI	Pearson Correlation	.378*	1	.495**
	Sig. (2-tailed)	.025		.002
	N	35	35	35
DISIPLIN KERJA	Pearson Correlation	.573**	.495**	1
	Sig. (2-tailed)	.000	.002	
	N	35	35	35

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Based on the table above is a correlation matrix between variables that shows the magnitude of the relationship between variables, both dependent and independent. The proportion for the path diagram is three independent variables (X1, X2, and X3) that have a relationship between variables, and each independent variable (X), as well as the correlation relationship of the variables (X1, X2, and X3) residuals to the dependent variable (Y). The steps for calculating path analysis are as follows:

$$P_{Yx1} = \sum_{j=1}^k CR_{ij}r_{yxj} \quad I = 1,2$$

And the overall influence of X1 to X3

$$R^2_{Yx1x2} = \sum_{i=1}^k P_{yx1}r_{yx1} = 0.595$$

Meanwhile, the path coefficients of other variables outside variables X1 to X3 are determined through:

$$P_{y1\epsilon} = \sqrt{1 - R^2_{Yx1x2}} = 0.405$$

This means that the influence of variables X1, X2, and X3 together on variable Y is 0.595 or 59.5%. Variables X1, X2, and X3 together influence Y, and the remaining 0.405 or 40.5% is influenced by other variables that are not included in the study.

Simultaneous Hypothesis Submission

The hypothesis testing is carried out using the F test statistic. From calculations using SPSS software, the following results were obtained:

Table 5. Simultaneous Testing

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	188.295	3	62.765	15.155	.000 ^b
	Residual	128.391	31	4.142		
Total		316.686	34			

a. Dependent Variable: KINERJA KARYAWAN

b. Predictors: (Constant), DISIPLIN KERJA, MOTIVASI KERJA, KOMPETENSI

Based on the output above, it is known that the significance value for the influence of X1, X2, and X3 simultaneously on Y is 0.000 < 0.05 and the F count value is 15.155 > F table 2.91, so the hypothesis is accepted H0 is rejected. It can be concluded that Ha is accepted, which means that there is an influence of X1, X2, and X 3 simultaneously on Y. Thus, individual testing with hypotheses can continue to be carried out.

Individual Hypothesis Testing

By using the t distribution table obtained (SPSS results according to the attachment)
 $t_{table} = n-k-1 = 35-3-1 = 31 = 1.695$

Table 6. Coefficients Table - Partial Testing of X1, X2, and X3 against Y

Koefisien Jalur	t_{hitung}	t_{tabel}	Kesimpulan
PYX ₁	0.145	1.029	1.695 Ho terima Tidak terdapat pengaruh variabel kompetensi terhadap kinerja
PYX ₂	0.255	1.922	1.695 Ho tolak Terdapat pengaruh variabel motivasi terhadap kinerja
PYX ₃	0.515	3.429	1.695 Ho tolak Terdapat pengaruh variabel disiplin kerja terhadap kinerja

Sumber : Hasil pengolahan statistic program SPSS

Based on the calculation results of the path coefficient values of variables X1, X2, and X3 against Y, thus in accordance with the decision rule conceptually it can be explained that the competency variable does not have a positive effect on employee performance, aspects of work motivation and work discipline have a positive effect on employee performance. Furthermore, the significance of the correlation coefficient between variables X1, X2, and X3 will be tested with the following hypothesis:

reject H0, if $t_{count} > t_{(1-\alpha/2 ; n-k-1)}$ by using the t distribution table obtained

Table 7. Correlation Testing between variables X1, X2, and X3

Koefisien Korelasi	Uji t	t_{tabel}	Kesimpulan
$r_{X_1X_2}$	0.378	1.029	1.695 Ho terima
$r_{X_2X_3}$	0.573	1.922	1.695 Ho tolak
$r_{X_1X_3}$	0.495	3.429	1.695 Ho tolak

Sumber : Hasil pengolahan statistic program SPSS

From the correlation test between variables X1X2, it turns out that $t_{count} < t_{table}$, so Ho is accepted. The direct relationship between the variables of competence, motivation and work discipline is completely in the causal relationship diagram of the variables as follows:

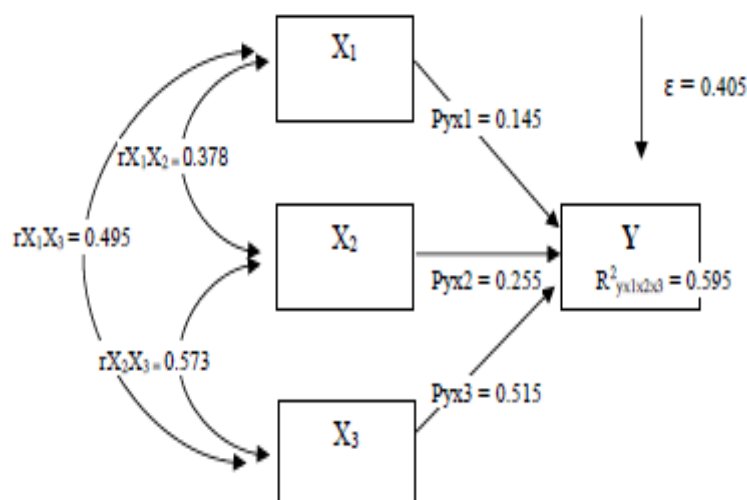


Figure 2. Causal Relationship Structure Diagram Between Competence (X1), Motivation (X2) and Work Discipline (X3) on Employee Performance

From the structural image of the relationship between variables with the values of the structural parameters above, the influence of the causal variables to the influencing variables

outside of the influence of employee competence, motivation and discipline on the performance of employees of Room Division V Hotel Bandung is:

Table 8. The influence of variables X1, X2, X3 on Y and the influence outside the variables X1, X2, X3 and Y

Interpretasi Analisis Jalur		
Keterangan	Pengaruh	%
Pengaruh X ₁ , X ₂ , dan X ₃ ke Y	0.595	59.5
Pengaruh Diluar X ₁ , X ₂ , dan X ₃ ke Y	0.405	40.5
Jumlah		100

Sumber : Hasil pengolahan statistic program SPSS

From the test results, it can be seen that competence, motivation and work discipline together have an effect on performance, namely 59.5%. while the remaining 40.5% is influenced by other factors not studied by the author, namely work culture, work environment, compensation, commitment, work attitude and work climate which require further research.

However, when viewed partially, the greatest influence is from the Work Discipline variable of = 0.515, then the Motivation variable of = 0.255 and the Competence variable of = 0.145. This means that Work Discipline is the main priority for improvement in order to improve employee performance. Followed by improving Motivation and Competence to improve employee performance.

Based on the calculation results above, it can be revealed that the influence of competence on employee performance, both directly and indirectly on Room Division V Hotel employees can be seen in the table below:

Table 9. Direct and indirect influence of competence on employee performance

Interpretasi Analisis Jalur			
Keterangan		Pengaruh	%
X1	Pengaruh langsung ke Y	0.0209	2.10%
	Pengaruh tidak langsung melalui X ₂ , ke Y	0.0139	1.40%
	Pengaruh tidak langsung melalui X ₃ , ke Y	0.0427	4.27%
	Jumlah	0.0777	7.77%

Sumber : Hasil pengolahan statistic program SPSS

From the table above, it can be seen that the contribution of competence to employee performance is directly 2.10% and indirectly through the motivation variable of 1.40% and indirectly through the work discipline variable of 4.27%. while the contribution of competence to employee performance as a whole reaches 7.77%, but the t-count result is 1.029 <t-table 1.695, then the hypothesis of the competence variable partially does not affect employee performance.

Likewise, the results of the calculations above, it can be revealed that the influence of work motivation on employee performance, both directly and indirectly, can be seen in the table below:

Table 10. Direct and indirect effects of motivation on employee performance

Interpretasi Analisis Jalur			
Keterangan		Pengaruh	%
X2	Pengaruh langsung ke Y	0.0651	6.51%
	Pengaruh tidak langsung melalui X1, ke Y	0.0139	1.40%
	Pengaruh tidak langsung melalui X3, ke Y	0.0650	6.50%
	Jumlah	0.1441	14.41%

Sumber : Hasil pengolahan statistic program SPSS

From the table above, it can be seen that the contribution of work motivation to employee performance is directly 6.51% and indirectly through the competency variable of 1.40% and indirectly through the work discipline variable of 6.50%. while the contribution of motivation to employee performance as a whole reaches 14.41%, the calculated t result is $1.922 > t$ table 1.695. This condition shows that the work motivation variable is stronger than the competency variable. So the more precise the motivation input will provide a positive correlation in improving employee performance. This description has partially answered the hypothesis of this study, that the motivation variable partially affects employee performance.

Likewise, the results of the calculations above, it can be revealed that the influence of work discipline on employee performance, both directly and indirectly, can be seen in the table below:

Table 11. Direct and indirect effects of work discipline on employee performance

Interpretasi Analisis Jalur			
Keterangan		Pengaruh	%
X3	Pengaruh langsung ke Y	0.26489	26.49%
	Pengaruh tidak langsung melalui X1, ke Y	0.04273	4.27%
	Pengaruh tidak langsung melalui X2, ke Y	0.06502	6.50%
	Jumlah	0.37264	37.26%

Sumber : Hasil pengolahan statistic program SPSS

From the table above, it can be seen that the contribution of work discipline to employee performance is directly 26.49% and indirectly through the competency variable of 4.27% and indirectly through the motivation variable of 6.50%. While the contribution of work discipline to employee performance as a whole reaches 37.26%, the calculated t result is $3.429 > t$ table 1.695. This condition shows that the work discipline variable is stronger than the motivation and competency variables. So the more appropriate the work discipline input will provide a positive correlation in improving employee performance. This description has partially answered the hypothesis of this study, that the work discipline variable partially affects employee performance.

Based on the results of simultaneous calculations, it shows that competence, motivation and work discipline affect performance achievement, this can be understood because competence, motivation and work discipline influence each other in contributing to performance achievement with the position of the work discipline aspect being more dominant while motivation and competence are very dependent on simultaneous efforts of work discipline. This description has also answered the research hypothesis in its entirety, namely that competence, motivation and work discipline simultaneously influence employee performance, but partially only the motivation and work discipline aspects influence employee performance at Room Division V Hotel.

CONCLUSION

Based on the results of the research that has been conducted to determine the influence of Competence, Work Motivation and Work Discipline on Employee Performance (Case study on Employees of Room Division V Hotel Bandung), the following conclusions can be drawn:

1. Employee competence in Room Division V Hotel Bandung is good in terms of knowledge and skills, good communication skills with customers/hotel guests, prioritizing team success over individual success and having good adaptation skills to the work given by superiors. This will encourage high employee performance. However, there are several things that need to be considered, namely the ability to complete a series of different jobs at work at the same time and the ability to be creative to improve company performance needs to be improved even better.
2. Employees of Room Division V Hotel Bandung have quite good motivation, employees have the drive to excel in improving their skills and knowledge while working at V Hotel, good responses regarding safety and security in the V Hotel environment make employees more comfortable and safe while working. This is one of the reasons why employee turnover is very small. The current condition of work motivation is quite good, namely in the aspects of fulfilling physiological needs, appreciation, and self-actualization. It can be seen from the answers of respondents who answered quite agree to the question of being less motivated due to the lack of opportunities and chances to get a higher position, always wanting to get recognition and appreciation, and the opportunity to have a higher position.
3. The work discipline of Room Division V Hotel Bandung employees is good, employees obey company regulations, have high loyalty, always come to the workplace before work hours start, always do their work tasks with full responsibility. An interesting thing found from the questionnaire results is that respondents' answers quite agree with the question of always going home on time, this indicates that employees are more often at work past their closing hours. However, there is something that must be considered by employees, namely that not all superiors always inform their employees about work procedures and applicable regulations.
4. The performance of Room Division V Hotel Bandung employees already has a fairly high performance, employees always try to work together with fellow co-workers to complete their work, always maintain good relationships for the sake of the company's integrity, and have mastered knowledge about their field of work. However, there are several things that leaders need to pay attention to, namely in terms of achieving targets that are not yet optimal, time efficiency in doing work, and accuracy in carrying out work. The lowest assessment is given to employees who are less able to come up with ideas or concepts to solve complex problems, are less innovative in their work, and lack initiative in making decisions in solving problems at work.
5. Competence, work motivation and work discipline simultaneously influence the performance of employees of Room Division V Hotel Bandung. However, the aspect of work discipline is more dominant in influencing performance than motivation and competence. And partially, the influence of competence, motivation and work discipline on performance is as follows:
 - a. Competence does not have a significant influence on employee performance, the competence that employees currently have is in accordance with their competence.
 - b. Motivation influences employee performance, so the higher the employee's work motivation, the higher the employee's performance will be.
 - c. Work discipline greatly influences employee performance, so the higher the level of employee work discipline, the higher the employee's performance will be.

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