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## THE EFFECT OF WORK DISCIPLINE, ORGANIZATIONAL COMMITMENT AND COMPETENCY ON THE PERFORMANCE OF NOVOTEL PEKANBARU HOTEL EMPLOYEES

**Nadia Karima, Dewita Suryati Ningsih and Ahmad Rifqi**

Faculty of Economics and Business Riau University, Pekanbaru, Indonesia

Email : [nadia.karima4825@student.unri.ac.id](mailto:nadia.karima4825@student.unri.ac.id)

**ABSTRACT:** *This study aims to determine the effect of work discipline, organizational behavior, and competence on employee performance. This research was conducted at the Novotel Hotel Pekanbaru. The research population in this study was the Novotel Hotel employees, numbering as many as 135 people. The research sample was taken from as many as 57 people using the Slovin formula, for a total sample of 57 people. The data collection method used in this study was a questionnaire about work discipline, organizational behavior, and performance competence, which was then analyzed using multiple linear regression. The results of this study are that: (1) there is a significant effect of work discipline on employee performance. This means that the higher the employee's work discipline, the higher the performance of the Novotel Pekanbaru Hotel employees. (2) There is an effect of organizational commitment on employee performance. This means that the higher the employee's organizational commitment, the higher the performance of the Novotel Pekanbaru Hotel employees. (3) Employee competence has an impact on the performance of Novotel Hotel employees. This means that the higher an employee's competence, the better their performance. (4) Simultaneously, there is a significant influence between work discipline, organizational commitment, and employee competence on the performance of Novotel Pekanbaru Hotel employees.*

**Keywords:** *Work Discipline, Organizational Behavior, Employee Competence and Employee Performance.*

### INTRODUCTION

Pekanbaru City, as one of the business areas, is currently trying to accommodate the number of businessmen who continue to grow from time to time, both from within the country and abroad. In this regard, one of the business sectors currently competing is the hospitality sector. By creating conducive conditions, companies engaged in the hotel business sector are required to provide satisfactory services in order to act professionally. According to Hariandja (2005), human resources are one of the most important factors in a company. As one of the functions within the company, human resources must be managed properly to increase the effectiveness and efficiency of the organization.

Thus, human resources are the main assets that must be managed professionally. One aspect of human resources that is managed is the behavioral aspect, in addition to the

physical and skill aspects. An employee achieves work results in terms of quality and quantity by carrying out their duties in accordance with the responsibilities assigned to them (Mangkunegara, 2014).

The performance of an employee plays an important role for an organization because the performance of each employee is a contribution to the achievement of the performance of each organizational function, which in turn contributes to the achievement of organizational or company performance. The low performance of employees in an organization can result in the organization's inability to achieve its goals.

Efforts to improve employee performance include employee discipline, namely procedures that correct or punish subordinates for violating regulations or procedures. According to Siagian (2007), discipline is a management action to encourage members to meet the demands of various provisions that must be adhered to and standards that must be met. Good discipline reflects a person's sense of responsibility for the tasks assigned to him.

This encourages passion and enthusiasm for work as well as the realization of the goals of the company, its employees, and society as a whole. In order to improve the quality of human resources, the company must have a high organizational commitment, namely, behaviors that can cause employees to be more serious and deeper into working at the company.

According to Robbins & Judge (2015), commitment is a condition in which an individual sides with the organization and its goals and desires to maintain membership in the organization. Organizational commitment is an important behavioral dimension that can be used to assess the tendency of employees to remain members of the organization.

Organizational commitment is the identification and involvement of a person who has a relatively strong relationship with the company. According to Sutrisno (2019), competence is an ability based on skills and knowledge that is supported by work attitudes and that refers to the work requirements set.

This study discusses the effect of work discipline, organizational commitment, and competence on employee performance. According to research from Asdar *et al.*, (2016), work discipline, competence, and commitment affect employee performance. In improving performance, of course, a leader and employee have a very important role.

The leader of a company must pay attention to the discipline of his employees so that there are no employees who take actions that are not in accordance with company regulations. And also, the relationship between leaders and employees and between employees and other employees must be good because a good relationship will increase comfort at work.

One of the companies in the form of a hotel is Hotel Novotel Pekanbaru, which is located at Jalan Riau No. 59, Kampung Baru, Senapelan District, Pekanbaru City, Riau

28154. This 4-star hotel, which is part of the Accorhotels group, is located in the strategic business district of Pekanbaru, a short distance (20 minutes) from Pekanbaru Sultan Syarif Kasim II International Airport, adjacent to Ciputra Seraya Mall Pekanbaru, 5 minutes from Pasar Bawah Wisata, and 15 minutes from Permai Toll Gate. The Hotel Novotel Pekanbaru has 150 rooms and 135 employees. Hotel Novotel Pekanbaru has attractive facilities such as a grand ballroom, function room, restaurant, bar, swimming pool, fitness center, and spa.

No room sales targeted by Hotel Novotel Pekanbaru have yet reached 80%. This can be caused by several factors, one of which is related to employee performance. Therefore, it is expected that performance improvement will enable further achievement of the next target. Another influence relates to the work discipline of the Pekanbaru Novotel Hotel employee. The following can be seen: Another cause is the relatively high absenteeism of employees.

Mudiarta *et al.*, (2001) stated that the average attendance of 2–3 percent per month is still considered good; attendance of more than 3 percent describes the condition of work discipline that is not good. The results show that absenteeism levels above 3 percent are a problem in the operational process of employee performance at Novotel Hotel Pekanbaru. In detail, the expected result is an attendance rate below 3 percent in order to further improve the performance of the Novotel Pekanbaru Hotel. A lack of employee discipline occurs because there are indications that the system that regulates employee discipline is still weak. The system includes the presence model used, supervision from leaders on employee discipline, and sanctions that will be received by employees if they are not disciplined. In this case, the manager of Hotel Novotel Pekanbaru is still hesitant to impose sanctions on employees. Employees with good work discipline will form a commitment to the organization and, as a result, will be able to increase organizational commitment.

The results of the preliminary research show at the Novotel Hotel Pekanbaru that organizational commitment is still low. The phenomenon at Hotel Novotel Pekanbaru shows that in general, they do not have organizational commitment because, in general, these employees are still working half-heartedly in the company and employees do not show high work intentions at work. In addition to work discipline and organizational commitment, the competence of employees can also affect the results of the employee's performance. Novotel Pekanbaru Hotel employees who have experience working in the hospitality or tourism sector still tend to be low-paid. This is still not in accordance with the quality expected by the company, because the more experienced one is in the field of hospitality and tourism, the better the results of the performance of the Novotel Pekanbaru Hotel employees in carrying out their respective duties in order to achieve the vision, mission, and values of the Hotel Novotel Pekanbaru.

Based on the above background, the authors formulate the problem as follows: 1. Does work discipline have a significant effect on employee performance at the Novotel Hotel

Pekanbaru? 2. Does organizational commitment have a significant effect on employee performance at the Novotel Hotel Pekanbaru? 3. Does competence have a significant effect on employee performance at Novotel Pekanbaru? 4. Do work discipline, organizational commitment, and competence have a significant effect on employee performance at the Novotel Pekanbaru Hotel?

## **LITERATURE REVIEW**

### **Performance**

Performance is the level of productivity of an employee, relative to his co-workers, on some task-related outcomes and behaviors. Performance is influenced by work-related variables, including role stress and work/non-work conflicts (Riani, 2013). Russell in Sulistiyani & Rosidah (2009) states that "performance" is an outcome resulting from certain employee functions or activities carried out over a certain period of time. Performance is the result of what employees do or do not do.

Factors that affect employee performance are as follows (Mangkunegara, 2014): (1) ability factor; (2) motivation factor, the employee's abilities consist of potential ability (IQ) and (3) knowledge ability (knowledge). Motivation is formed by the attitude of an employee in dealing with work situations. Motivation is a condition that moves employees toward efforts to achieve company goals (Murti & Srimulyani, 2013).

According to Mathis & Jackson (2012), individual performance is the foundation of organizational performance. An important factor in the success of an organization is the presence of capable and skilled employees with high morale, so that satisfactory work results can be expected. Based on the understanding of employee work performance, it can be concluded that what is meant by employee performance is the level of productivity of an employee, relative to his co-workers, on several results and behaviors related to the task in accordance with the applicable measures for the job in question.

According to Wibowo (2014), there are seven performance indicators. Two of them have very important roles, namely goals and motives. However, since performance requires the support of facilities, competencies, opportunities, standards, and feedback, the link between the seven indicators can be explained as follows: 1) Goals are different conditions that an individual or organization is actively seeking to achieve. To achieve the goals, it required the performance of individuals, groups, and organizations. Individual and organizational performance is successful when the desired goals are met. 2) Standards have an important meaning because they tell when a goal can be completed. A person's performance is said to be successful if it is able to achieve a predetermined standard or is mutually agreed upon between superiors and subordinates. 3) Feedback: goals, standards, and feedback are interrelated. Feedback reports progress in both quality and quantity.

Feedback is input that is used to measure performance progress, performance standards, and goal achievement. 4) Tools or Means Tools or means are resources that can be used to help accomplish goals successfully. Tools or means are supporting factors for achieving goals. 5) Competence Competence is the main requirement in performance. Competence is the ability possessed by a person to carry out the work given to him well. 6) Motives Managers facilitate employee motivation by providing incentives in the form of money, giving recognition, setting challenging goals, setting affordable standards, asking for feedback, providing freedom to do work, including time to do work, and providing resources.required power. 7) Opportunities Workers need to get the opportunity to show their work performance. There are two factors that contribute to the lack of opportunities for achievement, namely the availability of time and the ability to meet the requirements. Tasks get higher priority, get more attention, and take up more of the available time.

### **Discipline**

Discipline is a procedure that corrects or punishes subordinates for violating rules or procedures (Sulistiyani & Rosidah, 2009). Discipline is a type of employee self-control and its consistent application, and it demonstrates the seriousness of the work team within an organization. Employee work discipline, according to Law No. 35 of 2012, is the ability of employees to comply with obligations and avoid the prohibitions specified in legislation and/or official regulations, which if not obeyed or prohibited are subject to disciplinary punishment.

Disciplinary action, as explained by Simamora in Sulistiyani and Rosidah (2009), requires punishment for employees who fail to meet the standards set. Improper disciplinary action is destructive to employees and the organization. Therefore, disciplinary action must not be applied arbitrarily but rather with careful consideration. Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior, as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms (Rivai *et al.*, 2018). According to Dessler (2017), work discipline is a rule made by a company or organization that aims to encourage employees to behave carefully at work so that they can solve a problem.

According to Sulistiyani and Rosidah (2009), there are four forms of work discipline, namely:

1. Substantive, concerning the fairness of organizational rewards or sanctions compared to employee contributions or other employees.
2. Procedural refers to the existence of unequal mechanisms to ensure substantive equality (e.g., complaint handling or a system for filing appeals).

There are three concepts in implementing disciplinary action: the "*hot stove rule*," "*progressive discipline*," and "*positive discipline*".

In determining the dimensions of work discipline, according to the knowledge and limited knowledge of the author, so far there have been no experts or experts who have explained explicitly about the dimensions of work discipline, but what the authors know is that the experts only explain implicitly about the dimensions of work discipline, which can be explained as follows (Rivai *et al.*, 2018):

1. Retributive discipline seeks to punish wrongdoers.
2. Corrective discipline seeks to help employees correct inappropriate behavior.
3. An individual rights perspective seeks to protect the basic rights of individuals during disaction.
4. The utilitarian perspective focuses on the user of discipline only when the consequences of disciplinary action outweigh the negative effects.

According to Sudarmanto (2009), indicators of work discipline are:

1. Punctuality: employees arrive at work on time and in an orderly and orderly manner, indicating that work discipline is good.
2. Properly using office equipment: being careful with office equipment can demonstrate that someone has good work discipline, as office equipment can be avoided from damage.
3. High responsibility: employees who always complete the tasks assigned to them in accordance with procedures and responsibilities for work results can also be said to have good work discipline.
4. Obedience to office rules (employees wear office uniforms, use ID/identity cards, and make permits when not entering the office) is also a reflection of high discipline.

### **Organizational Commitment**

According to Mathis & Jackson (2012) defines organizational commitment as employees believe and accept organizational goals, and desire to stay with the organization. According to Mowday *et al.*, (in Sopiah 2008) work commitment is another term for organizational commitment. Organizational commitment is a behavioral dimension that can be used to assess the tendency of employees to remain as members of the organization. Organizational commitment is the identification and involvement of someone who is relatively strong in the organization. Organizational commitment is the desire of organizational members to maintain membership in the organization and are willing to strive for the achievement of organizational goals. High commitment is characterized by three things, namely: a strong belief in and acceptance of the goals and values of the organization, a strong will to work for the organization, and a strong desire to remain a member of the organization. Commitment appears in three forms of attitude, namely identification with the organization's mission, psychological involvement with organizational tasks, and loyalty to the organization (Dessler, 2017).

According to Allen and Meyer (2009), organizational commitment can be interpreted as emotional attachment, identification, and involvement of individuals with the organization, as well as the desire to remain a member of the organization. Therefore, the need for high trust and organizational support for employees becomes important for each member of the organization. Another understanding of organizational commitment by Alwi (2011) explained that commitment is defined as the attitude of employees to remain in the organization and be involved in efforts to achieve the company's mission, values, and goals.

Steers and Porter (2011) argue that organizational commitment includes the notion of an exchange relationship between individuals and work organizations. The individual binds himself to the organization where he works in return for the salary and other rewards he receives from the work organization concerned. The organizational commitment that arises is not just passive loyalty, but involves an active relationship with the organization where the individual devotes his dedication to the success of the organization concerned.

According to Luthan (2012), organizational commitment is defined as: a. a strong desire to remain as a member of a particular organization; b. a desire to work hard in accordance with the wishes of the organization; and c. certain beliefs and acceptance of the organization's values and goals.

Robbins & Judge (2015) suggest the characteristics of individuals with high organizational commitment, as shown by the high level of employee loyalty and dedication to their organization. Employees will do everything possible for the organization to be successful. A person's commitment to be high or low is also influenced by several things, namely:

1. Personal factors, in this category, relate to matters relating to individual conditions that greatly affect the level of individual commitment. Employees who work longer and are older have a higher level of commitment than employees who have not worked for a long time and are still young. Gender also affects one's commitment to the organization; female employees tend to be more committed to the organization than male employees. Employees with lower education commitments earn more than those with higher education.
2. Role characteristics and employee commitment in this category include a higher level of commitment to employees whose jobs are enriched and low levels of ambiguity and conflicts that may arise.
3. Employee commitment will be high in employees who work in a decentralized organization where the organization involves employees in all decision making.
4. Employee commitment will be high as a result of work experience, such as a positive attitude between work groups.

Looking at some opinions regarding the factors that influence organizational commitment, it can be concluded that several things affect organizational commitment, including the values reflected in organizational culture, which are the main foundation in building employee commitment where the company has the assumption that employees are the main assets to develop the company.

To measure the organizational commitment variable, four indicators were used, as developed by *Mowday et al.*, (2016) in Alfresia:

1. Strong Desire as a member

Employees are proud to work for the company and consider it a good place to work.

2. The desire to try hard at work

The feeling of comfort felt by employees makes them motivated to always perform better.

3. Acceptance of organizational values

Employees feel that the values applied and applicable in the company are in accordance with the values held by employees.

4. Acceptance of organizational goals

Employees who want to stay with the company work hard to complete their tasks so that the company's goals are met.

### **Competence**

According to Sudarmanto (2009), competence is defined as knowledge of skills, abilities, or individual personal characteristics that directly affect job performance. Competence describes the knowledge base and performance standards required to successfully complete a job or hold a position.

According to Zwell (2000), a person's competence can be influenced by several factors, including:

1. Beliefs and values

His behavior is strongly influenced by his beliefs about himself and others. If people believe in their ability to do something, then it will be done more easily.

2. Personality characteristics

Personality is not something that cannot be changed; a person's personality will affect the way that person solves problems in life, and this will make the person more competent. A person will respond and adapt to the environment and surrounding forces, which will increase their competence.

3. Motivation

Motivation is the drive that makes someone able to do something. The driving force that is more psychological in nature makes physical strength increase, so it will make work activities easier, which increases a person's level of competence. The encouragement or motivation given by superiors to subordinates also has a good effect on staff performance.

#### 4. Emotional issues

A person's emotional condition will affect every aspect of his appearance, including his work performance. Self-confidence makes people able to do a job better, and vice versa; emotional disturbances such as fear and shame can also reduce one's work performance, so that competence will decrease.

#### 5. Intellectual ability

Competence is influenced by intellectual thinking, cognitive, analytical, and conceptual abilities. The intellectual level is influenced by experience; the learning process, which is of course also influenced by a person's intellectual ability, will increase his competence.

#### 6. Organizational

Culture Organizational culture affects a person's competence in various activities because it affects performance, relationships between employees, and work motivation, all of which affect the person's competence.

The benefits of competence can also be seen in the following aspects:

1. Employees have the opportunity to get education and training based on existing standards.
2. Existing competencies and their associated benefits will be able to contribute to learning and growth.
3. Improved employee skills and marketability.
4. Clarity of relevance of prior learning, ability to transfer skills and values, and potential for career development.
5. Clearer career change options: to change to a new position, one can compare their current competencies with the competencies required for the new position.
6. Targeting as a strategy of advancing one's career.
7. More objective performance evaluation and feedback based on competency requirements that are well-defined.

In this study, the competency variables that will be used to measure competence are work experience, educational background, knowledge, and skills.

1. Work experience is a basis or reference for an employee to be able to place himself in the right conditions, dare to take risks, be able to face challenges with full responsibility, and be able to communicate well with various parties to maintain productivity and performance and produce competent individuals in their fields (Sutrisno, 2019).
2. Education is an activity to improve the mastery of theory and decision-making skills on issues related to activities to achieve goals. This effort is made to improve the productive contribution of employees and develop human resources to face all possibilities that occur due to environmental changes. (Sutrisno, 2019).

3. Knowledge is a person's knowledge or information in certain specific fields (Sudarmanto, 2009).
4. Skills are the ability to carry out certain physical tasks or certain mental tasks (Sudarmanto, 2009).

Zwell (2000) reveals that there are several factors that can affect a person's competence skills, namely as follows:

- a. Beliefs and Values
  - b. Skills
- c. Experience
- d. Personality Characteristics
- e. Motivation
- f. Intellectual Ability
- g. Organizational Culture

## **METHODS**

According to Sugiyono (2019), population is a generalization area consisting of objects and subjects with the qualities and characteristics determined by researchers to be studied and conclusions drawn. The population in this study were employees at the Novotel Hotel Pekanbaru, amounting to 135 people.

The sample is part of the number and characteristics possessed by the population. If the population is large and it is impossible for the researcher to study everything in the population, the researcher can use the existing sample in the population. According to Sugiyono (2019), samples taken from the population must be truly representative. In this study, the authors used accidental sampling. Accidental sampling is a technique employed when selecting sample members from individuals or objects that happen to exist or are encountered.

According to Sugiyono (2019), to determine the number of samples in this study using the Slovin formula with an error limit of 10%, the formula used was:  $n = \frac{N}{1 + e^2}$  where:  $n$  = Number of samples;  $N$  = Total population;  $e^2$  = Percentage of allowances. To facilitate research, the sample used for research at the Novotel Hotel Pekanbaru is rounded up to 57 people based on the data and formula above

## **Interview**

Interview, namely by interviewing the leaders and employees of the Novotel Hotel Pekanbaru, who were also used as respondents, to obtain the necessary information..

## **Questioner**

A questionnaire is created by asking a list of questions, especially to the respondents who are employees of the Hotel Novotel Pekanbaru.

**OPERATIONAL DEFINITION VARIABLE**

**Performance (Y1)** Work results in quality and quantity are achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Mangkunegara (2014). Indicator variables: 1. Quality of work; 2. Responsibility 3. Effectiveness and efficiency 4. Initiative 5. Situation (Rivai *et al.*, 2018).

**Work Discipline (X1)** Discipline is a form of employee self-control and regularity that shows the level of seriousness of the work team in an organization. Sulistiyani & Rosidah (2009) Indicator variable 1. Punctuality 2. Using office equipment properly 3. High responsibility 4. Compliance with office rules Sudarmanto (2009).

**Organizational Commitment (X2)** Commitment as a condition where an individual sides with the organization and its goals and desires to maintain membership in the organization. Robbins & Judge (2015) Indicator variables: 1. A strong desire to be a member. 2. A willingness to work hard. 3. Acceptance of organizational values 4. Acceptance of organizational goals (Mowday *et al.*, in Alfresia (2016)

**Employee Competence (X3)** Competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Indicator variables: a. beliefs and values; b. skills; c. experience; d. personality characteristics; e. motivation; f. intellectual ability; g. organizational culture (Zwell, 2000).

**RESULTS**

**Characteristics of Respondents**

This section will describe descriptively the distribution of respondents' background data consisting of different characteristics. Gender, age, years of service, and education of Novotel Hotel Pekanbaru employees are among the characteristics of respondents discussed in this study.

**Table 1. Characteristics of Respondents**

Characteristics	Information	Frequency	Percentage
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Gender of Respondents	Male	12	21.05%
	Female	45	78.95%
	<b>Total</b>	<b>57</b>	<b>100.00%</b>
Age of Respondents	20 – 30 Years	41	71.93%
	31 – 40 Years	16	28.07%
	> 40 Years	0	0%
	<b>Total</b>	<b>57</b>	<b>100.00%</b>
Working Period of Respondents	< 1 Year	1	1.75%
	1 – 5 Years	38	66.67%
	6 – 10 Years	13	22.81%
	> 6 Years	5	8.77%
	<b>Total</b>	<b>57</b>	<b>100.00%</b>
Education Level of Respondents	SMA/SMK	3	5.26%
	D3	5	8.77%
	Bachelor Degree	46	80.71%
	Masters	3	5.26%
	<b>Total</b>	<b>57</b>	<b>100.00%</b>

Source: Processed Primary Data

This table shows that Novotel Pekanbaru Hotel employees have more female employees. This is because the work of Novotel Pekanbaru Hotel employees is more likely to be done by female employees. Hotel Novotel Pekanbaru employs 71.93% of employees who are still in their productive period, namely employees aged 20-30 years, in the hope of gaining mobility and strong energy. The working period of employees at the Novotel Pekanbaru Hotel is mostly 1–5 years. Based on these data, we can understand that the tenure of employees who work at Hotel Novotel Pekanbaru is that of employees who already have enough experience to do their job quite well. The most educated employee at Novotel Pekanbaru is S1. Based on these data, we can understand that the education of employees who work at Hotel Novotel Pekanbaru results in employees who already have the appropriate competencies to work well.

## Validity

An *instrument* is said to be valid if the statement on it is able to reveal something that will be measured by the questionnaire. In the validity test, the sample used was 57 respondents. Based on the results of data processing shows that the value for respondents' answers to all variables is declared valid.

### **Reliability Test**

This test aims to determine the level of reliability of a valid statement instrument. Testing is done using Cronbach's Alpha. The limit value in the test is 0.60. If the reliability value is less than 0.60, then the value is not good. Based on the processed data, it is known that the test results for the reliability values of the three variables are above 0.60. It can be concluded that the measuring instrument used in this study is reliable.

### **Classical Assumption**

#### **Test Normative**

The normal pp plot graph demonstrates test normality. It can be concluded that the regression model meets the assumption of normality.

#### **Multicollinearity Test**

A multicollinearity test was conducted to determine whether there is a correlation between the independent variables in the regression model. One way that can be used to determine the presence or absence of multicollinearity symptoms in the regression model is to look at the tolerance value and the *Variance Inflation Factor* (VIF) value. If the tolerance value is 0.10, or the same as the VIF value, the regression model exhibits multilnearity symptoms, and vice versa. The results of the multicollinearity test above show that all independent variables, namely work discipline, organizational commitment, and employee competence, have a tolerance  $> 0.10$  and a VIF value of 10, indicating that this regression model exhibits no signs of multicollinearity.

#### **Heteroscedasticity Test**

Based on the results of this study, it has been proven that there is no heteroscedasticity, thus indicating that there is no difference between the variations of the organizational effectiveness residuals caused by the research variables that influence it. The data shows that the points do not form a certain pattern and spread above and below the axis. So, it can be concluded that the regression model in this study does not have heteroscedasticity.

#### **Multiple Linear Regression**

. To find out how the influence of these factors can be seen by using multiple linear regression analysis, so that the following equation is obtained.

**. Table 2. Multiple Linear Regression Test Results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.085	1.017		-1.067	0.291
	WORK DISCIPLINE	0.470	0.131	0.334	3,590	0.001
	ORGANIZATIONAL COMMITMENT	0.228	0.109	0.132	2,099	0.041
	EMPLOYEE COMPETENCIES	0.346	0.054	0.544	6,353	0.000

a. Dependent Variable: EMPLOYEE PERFORMANCE  
Source: SPSS 2021 Processed Data

From Table 2 it can be seen that the multiple linear regression equation is as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$$

$$\text{Performance} = -1,085 + 0,470 x_1 + 0,228 x_2 + 0,346 x_3 + e$$

The meaning of the numbers in the regression equation:

- If work discipline, organizational commitment, and employee competency are assumed to be zero (0), the value of the constant (a) equals that employee performance is worth.
- The regression coefficient value of the work discipline variable is 0,470. This means that every increase in work discipline by 1 (one) unit will increase the value of employee performance by assuming other variables remain.
- The regression coefficient value of the organizational commitment variable is 0.228. This means that every increase in organizational commitment of 1 unit will increase the value of employee performance by 0.228, assuming other variables remain the same.
- The regression coefficient value of the Employee Competence variable is 0.346. This means that every 1 (one) increase in Employee Competence will increase the Employee Performance value by 0.346 assuming other variables remain.
- Standard error (e) is a random variable and has a probability distribution. The standard error (e) represents all factors that have an influence on but are not included in the equation.

### Hypothesis test

- There is a Simultaneous Effect of Work Discipline, Organizational Commitment and Employee Competence on Performance.**

The F test is used to determine the magnitude of the significant effect of the independent variable (x1, x2, x3) simultaneously or together with respect to the dependent variable (y). The research hypothesis must be translated into statistical hypotheses (H0 = null hypothesis, H1 = alternative hypothesis) before testing:

H0 = Work Discipline, Organizational Commitment and Employee Competence have no significant effect on Employee Performance.

H1 = Work Discipline, Organizational Commitment and Employee Competence have a significant effect on Employee Performance.

**Table 3. Simultaneous Hypothesis Testing**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	556,572	3	185,524	203,704	000 <sup>b</sup>
	Residual	48,270	53	,911		
	Total	604,842	56			
a. Dependent Variable: Total Employee Performance (Y)						
b. Predictors: (Constant), Total Employee Competence (X3), Total Organizational Commitment (X2), Total Work Discipline (X1)						

Source: Processed Data SPSS 2021

Thus, it is known that  $(203.704) > (2.76)$ , with Sig.  $(0.000) < 0.05$ . This means that the independent variables, namely work discipline, organizational commitment, and employee competence, together have a significant effect on the independent variable (employee performance). Thus, H0 is rejected and H1 is accepted.

**b. There is a Partial Effect of Work Discipline on Performance**

The value of work discipline is known to have a 5% (2-tailed) significance level. It is well understood that  $(3.590) > (1.673)$  and Sig.  $(0.001) < 0.05$ . This means that the work-discipline variable has a significant effect on employee performance.

**c. There is a Partial Effect of Organizational Commitment on the Performance of Organizational Commitment.**

It is known that  $(2,099) > (1,673)$  and Sig.  $(0.041) < 0.05$ . This means that the variable organizational commitment has a significant effect on employee performance.

**d. There is a Partial Influence of Employee Competence on Employee Competence Performance**

It is well understood that  $(6,353) > (1,673)$  and  $\text{Sig. } (0.000) < 0.05$ . This means that the employee competence variable has a significant effect on employee performance.

### **Coefficient of Determination ( $R^2$ )**

An analysis of determination in multiple linear regression is used to determine the percentage contribution of the influence of independent variables simultaneously or together on the dependent variable.

**Table 4. Coefficient of Determination**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	0.920 <sup>a</sup>	0.920 <sup>a</sup>	0.916	0.954

a. Predictors: (Constant), Total Employee Competence (X3), Total Organizational Commitment (X2), Total Work Discipline (X1)

b. Dependent Variable: Total Employee Performance (Y)

Source: Processed Data SPSS 2021

Based on Table 4, it is known that the value of square is 0.920. This means that the contribution of the influence of the independent variables (work discipline, organizational commitment, and employee competence) on the dependent variable (employee performance) is 92.0%, while the remaining 8.0% is influenced by other variables not included in this model.

## **DISCUSSION**

### **a. The Effect of Work Discipline, Organizational Commitment and Employee Competence on Performance**

Based on the characteristics of the respondents, it appears that the employees of the Novotel Pekanbaru Hotel have more female employees. This is because the work of Novotel Pekanbaru Hotel employees is more likely to be done by female employees. Hotel Novotel Pekanbaru employs 71.93% of employees who are still in their productive period, namely employees aged 20-30 years, in the hope of gaining mobility and strong energy. The working period of employees at the Novotel Pekanbaru Hotel is mostly 1-5 years. Based on these data, we can understand that the tenure of employees who work at Hotel Novotel Pekanbaru is that of employees who already have enough experience to do their job quite well. The most educated employee at Novotel Pekanbaru is S1. Based on these data, we can understand that the education of employees who work at Hotel Novotel Pekanbaru results in employees who already have the appropriate competencies to work well.

Based on the overall response recapitulation of respondents regarding performance, work discipline, organizational commitment, and competence, the Novotel Hotel Pekanbaru

is still not optimal because the targets and realization of the employee's work are not matched. According to the findings of this study, there is a significant influence of work discipline, organizational commitment, and employee competence on employee performance at the Novotel Hotel. From the results of the questionnaire data processing, it is known that F statistic (203.704) > F table (2.76) with Sig. (0.000) < 0.05. This means that the independent variables, namely work discipline, organizational commitment, and employee competence, together have a significant effect on the independent variable (employee performance). This means that H0 is rejected and H1 is accepted.

#### **b. The Effect of Work Discipline on Performance**

The results of this study indicate that there is a significant influence between work discipline and the performance of Novotel Hotel employees. This is demonstrated by T statistic (3.590) > T table (1.673) and Sig. (0.001) < 0.05. This means that the work-discipline variable has a significant effect on performance. Thus, work discipline has a significant effect on the performance of Novotel Pekanbaru Hotel employees. This is in line with several other studies that have been conducted. Performance is determined, among others, by perceived job satisfaction and the work discipline applied. This means that automatically, employees will always show good performance and make good contributions to the organization, so that employees will love their work.

Based on the data recapitulation, it was found that the discipline of the Novotel Hotel Pekanbaru employees is still low. This, of course, results in employees not being optimal in providing services due to a lack of discipline in using office equipment to support services. These results also support the results of previous research, which states that work discipline affects employee performance. In the study, it was found that if employees have good work discipline, they tend to behave well by complying with existing rules and trying to avoid mistakes, so that their performance is getting better. Good. From the results of the tests carried out in this study, it was clear that work discipline had a significant effect on employee performance.

#### **c. The Effect of Organizational Commitment on Performance**

The results of the study concluded that there was an effect of organizational commitment on employee performance. This is demonstrated by T statistic (2,099) > T table (1,673) and Sig. (0.041) < 0.05. This means that the organizational commitment variable has a significant effect on employee performance. Thus, commitment has a significant effect on the performance of employees at the Novotel Hotel Pekanbaru. Based on the data recapitulation, it was found that the commitment of employees at the Novotel Hotel Pekanbaru is still low. This, of course, results in employees not trying hard enough to do their jobs.

The results of this study are consistent with several other studies conducted by other researchers. There is a match between the results of this study and some of the results of previous studies where continuity commitment has a relationship with employee performance. Organizational commitment has the same positive influence on employee performance as before. In other words, employees with high organizational commitment will perform better. Of the two dimensions of organizational commitment, only affective and normative commitment have a positive relationship with employee performance, while continuance commitment has a negative relationship. Affective commitment was found to have a stronger positive relationship with employee performance.

#### **d. The Influence of Employee Competence on Performance**

The results of this study conclude that there is a significant influence between employee competence and employee performance at the Novotel Hotel Pekanbaru. This can be seen from T statistics (6,353) > T tables (1,673) and Sig. (0.000) < 0.05. This means that the employee competence variable has a significant effect on employee performance. Thus, competence has a significant effect on the performance of Novotel Pekanbaru Hotel employees. Based on the data recapitulation, it was found that the competence of the employees of the Novotel Pekanbaru Hotel is still lacking, as indicated by the low motivation of the employees due to the lack of training obtained.

The results of this study are in line with several other studies that have been conducted, such as the results of research conducted by Elizar and Tanjung (2018), which concluded that: (1) the training variable partially affects the performance of the Regional Disaster Management Agency Employees of Deli Serdang Regency; (2) the competence variable partially affects the performance of the Regional Disaster Management Agency Employees of Deli Serdang Regency; (3) the work environment variables partially affect the performance of the Regional Disaster Management Agency Employees of Deli Serdang Regency; and (4) there is a positive and significant relationship between the variables of competence and work environment on the performance of the Regional Disaster Management Agency Employees of Deli Serdang.

## **CONCLUSION**

1. Work discipline, organizational commitment, and employee competence all have a significant effect on Novotel Hotel employee performance.
2. Work discipline has a significant effect on employee performance. The higher the work discipline, the more it will be able to improve the employee's performance.
3. Organizational commitment has a significant effect on employee performance. Good organizational commitment from employees will cause the level of employee performance to increase.

4. Employee competence has a significant effect on employee performance. High employee competence among employees will result in increased employee performance.

## **SUGGESTION**

Things that can be suggested based on the results of research and discussion are as follows:

1. From the results of respondents' responses to employee performance, it is known that the lowest value is in the "Initiative" indicator. As a result, it is expected that the company will be able to delegate more responsibility, which will act as a motivator for employee work initiatives.
2. From the results of respondents' responses to work discipline, it is known that the indicator "Using Office Equipment" has the lowest value. As a result, it is expected that the company will be able to improve standard operating procedures for the use of office equipment, allowing subsequent employees to be as effective as possible in improving services.
3. From the results of respondents' responses to commitment, it is known that the indicator "Desire to Work Hard at Work" has the lowest value. For this reason, it is expected that the company can pay attention to employees, such as by giving appreciation to employees who have worked hard or by providing clear career paths so that they can make employees compete to work hard to pursue promotions.
4. From the results of respondents' responses to competence, it is known that the lowest value is in the "motivation" indicator. For this reason, it is expected that the company can either provide training for self-development or pay in accordance with the workload and expertise because for some employees, income is the main motivation for working.

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