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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, Ahmad Rifqi and Arika Fitriani
Faculty Of Economics and Business Riau University, Pekanbaru, Indonesia

Email : nadia.karima4825@student.unri.ac.id, dewita.sn@lecturer.unri.ac.id,
ahmad.rifqi@lecturer.unri.ac.id, arika.fitriani@lecturer.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, as many as 135 people. The research sample was taken as many as 57 people using the Slovin formula with 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 and then analyzed using multiple linear regression. The results of this study are (1) there is a significant effect of work discipline on employee performance. That 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. That means that the higher the employee's organizational commitment, the higher the performance of the Novotel Pekanbaru Hotel employees. (3) there is an influence of employee competence on the performance of Novotel Hotel employees. That means that the higher the competence of employees, it can improve employee 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 people in business who continue to grow from time to time, both within the country and abroad. In this regard, one of the business sectors currently competing is the hospitality sector. To create conducive conditions, companies engaged in the hotel business sector must provide satisfactory services 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 managing human resources is the behavioral aspect, in addition to the

physical and skill aspects. Work results in quality and quantity are achieved by an employee in carrying out their duties by the responsibilities given to him (A. P. Mangkunegara, 2014).

The performance of an employee plays an important role in an organization because the performance of each employee contributes to the achievement of the performance of each organizational function. In turn, the performance of organizational functions contributes to the achievement of organizational/company performance. The low performance of employees in an organization can inhibit an organization from achieving 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.

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

Robbins & Judge (2011) define commitment as a condition in which individual sides with the organization and its goals and desires to maintain membership. Organizational commitment is an important behavioral dimension that can be used to assess employees' tendency to remain members of the organization.

Organizational commitment is the identification and involvement of a person who is relatively strong with the company. According to Sutrisno (2014), competence is an ability based on skills and knowledge supported by work attitudes and 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, Saleh, & Abubakar (2016), they were stated that work discipline, competence, and work commitment affect employee performance. In improving performance, 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 no employees take actions that are not by company regulations. Furthermore, the relationship between leaders and employees and employees with 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. Hotel Novotel Pekanbaru has attractive facilities such as a grand ballroom, function room, restaurant, bar, swimming pool, fitness, and spa. Hotel Novotel Pekanbaru has 150 rooms and 135 employees.

Room sales targeted by Hotel Novotel Pekanbaru have yet to reach 80%. Several factors can cause this, one related to employee performance. Therefore, performance improvement will be expected to achieve the next target further. Another influence relates to the work discipline of the Pekanbaru Novotel Hotel employee. The following can be seen as another cause: employees' relatively high absenteeism.

Utama (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 further to improve the performance of the Novotel Pekanbaru Hotel. Lack of employee discipline occurs because of indications that the system that regulates employee discipline still needs to be stronger. The system includes the presence model used, supervision from leaders on employee discipline, and sanctions that employees will receive if they are not disciplined. Hotel Novotel Pekanbaru, in this case, the company manager is still not firm in giving sanctions to employees. Good work discipline possessed by employees will form a commitment to the organization and subsequently be able to increase organizational commitment.

The results of the pre-research show at the Novotel Hotel Pekanbaru that organizational commitment still needs to be higher. 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 need to 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 with experience working in the hospitality/tourism sector still tend to be low. This is still not the quality expected by the company because the more experienced in the field of hospitality/tourism, the more the quality of 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 significantly affect employee performance at Novotel Hotel Pekanbaru? 2. Does Organizational Commitment significantly affect employee performance at Novotel Hotel Pekanbaru? 3. Does competence significantly affect employee performance at Novotel Pekanbaru? 4. Do Work Discipline, Organizational Commitment, and Competence have a significant effect on employee performance at 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 Rosidah (2009) states that performance is an outcome record resulting from certain employee functions or activities carried out over a certain period. Performance results from what employees do or do not do (Mathis & Jackson, 2012).

Factors that affect employee performance are as follows (A. A. P. Mangkunegara, 2000): 1) ability factor, 2) motivation factor. The employee's ability includes potential (IQ) and knowledgeability (knowledge). Motivation is formed from an employee's attitude in dealing with work situations. Motivation is a condition that moves employees towards 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 and high morale so that a satisfactory work result 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 by the applicable measures for the job in question.

According to Wibowo (2010), there are seven performance indicators. Two of them have very important roles, namely goals, and motives. However, 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 an individual or organization seeks to achieve. Achieving the goals requires the performance of individuals, groups, and organizations. Individual and organizational performance is successful when it can achieve the desired goals. 2) Standards are important because they tell when a goal can be completed. A person's performance is said to be successful if it can

achieve a predetermined standard or mutually agreed upon between superiors and subordinates. 3) Feedback Between goals, standards, and feedback are interrelated. Feedback reports progress, both quality and quantity. Feedback is the input used to measure performance progress, performance standards, and goal achievement. 4) Tools or Means Tools or means are resources that can help accomplish goals. Tools or means are supporting factors for achieving goals. 5) Competence Competence is the main requirement in performance. Competence is a person's ability to carry out the work given to him. 6) Motives are reasons or incentives for someone to do something. Managers facilitate motivation to employees with incentives in the form of money, give recognition, set challenging goals, set affordable standards, ask for feedback, provide freedom to do work, including time to do work and provide resources required power. 7) Opportunities Workers need to get the opportunity to show their work performance. Two factors contribute to the need for more opportunities for achievement, namely, the availability of time and the ability to meet the requirements. Tasks get priority, get more attention, and take up the available time.

Discipline

Discipline is a procedure that corrects or punishes subordinates for violating rules or procedures (Rosidah, 2009). Discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team within an organization (Rosidah, 2009).

According to Law No. 35 of 2012, what is meant by employee work discipline is the ability of employees to comply with obligations and avoid the prohibitions specified in the legislation or official regulations, which, if not obeyed or prohibited, are subject to disciplinary punishment.

In discipline, there is disciplinary punishment, which is meant by disciplinary punishment according to Law No. 35 of 2012, the punishment imposed on employees for violating employee disciplinary regulations. Disciplinary action as explained by Simamora in 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 requires wise consideration (Rosidah, 2009).

Work discipline is tool managers use to communicate with employees so that they are willing to change their behavior, as well as increase their awareness and willingness to obey all company regulations and applicable social norms (Mulyadi & Rivai, 2009). According to Dessler (2009:194), 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 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 unequal mechanisms to ensure substantive equality (e.g., complaint handling/system for filing appeals or 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 the dimensions of work discipline explicitly, but what the authors know is that the experts only explain implicitly about the dimensions of work discipline which can be explained as follows (Mulyadi & Rivai, 2009):

- 1) Retributive discipline seeks to punish wrongdoers.
- 2) Corrective discipline, which seeks to help employees correct inappropriate behavior
- 3) The individual Rights Perspective seeks to protect the basic rights of individuals during *disciplinary*.
- 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 come to the office on time, in an orderly and orderly manner, so work discipline is good.
- 2) Using office equipment properly and being careful can show that someone has good work discipline so that office equipment can be avoided damage.
- 3) High-responsibility employees who always complete the tasks assigned to them by procedures and responsibilities for work results can also be said to have good work discipline.
- 4) Obedience to office rules, employees wearing office uniforms, using ID/identity cards, make permits when not entering the office are also a reflection of high discipline.

Organizational Commitment

Mathis & Jackson (2011) defines organizational commitment as employees believing and accepting organizational goals and wanting to stay with the organization. According to Mowday 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 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 to achieve organizational goals.

High commitment is characterized by three things: 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: identification with the organization's mission, psychological involvement with organizational tasks, and loyalty to the organization (Dessler, 2009).

According to Allen & Meyer (1990), organizational commitment can be interpreted as emotional attachment, identification and involvement of individuals with the organization, and the desire to remain a member. Therefore, the need for high trust and organizational support for employees becomes important for each organization member. Another understanding of organizational commitment by Alwi (2010) 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 & Porter (2011) argue that organizational commitment includes 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 Luthans (2012), organizational commitment is defined as: a. Strong desire to remain a member of a particular organization; b. Desire to work hard by the wishes of the organization; and c. Certain beliefs and acceptance of the organization's values and goals.

Employees will do everything possible for the organization to be successful. Robbins & Judge (2011) suggest the characteristics of individuals with high organizational commitment shown by the high level of employee loyalty and dedication to their organization. A person's commitment to be said to be high or low is also influenced by several things, namely:

- a. Personal factors, in this category, matters relating to individual conditions greatly affect the level of individual commitment. Employees who work longer and 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, and female employees tend to be more committed to the organization than male employees. Employees with lower education commitments are higher than employees with higher education.

- b. Role characteristics and employee commitment in this category have a higher level of commitment to employees whose jobs are enriched, low levels of ambiguity, and conflicts that may arise.
- c. Structural characteristics, and employee commitment, will be high in employees who are in a decentralized organization where the organization involves employees more in every decision-making.
- d. Work experience pleasant experience, such as a positive attitude between work groups, will lead to a high commitment to employees.

Looking at some opinions regarding the factors that influence organizational commitment, it can be concluded that several things that affect organizational commitment are 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.

Four indicators to measure the organizational commitment variable were used developed by Mowday et al. in Alfresia (2016), namely:

1. Strong desire as a member

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

2. The desire to try hard at work

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

3. Acceptance of organizational values

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

4. Acceptance of organizational goals

The desire to remain in the company makes employees try hard to carry out their duties so that company goals are achieved.

Competence

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

According to Zwell (2008), a person's competence can be influenced by several factors, including:

1) Beliefs and values

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

2) Personality characteristics

Personality is not something that cannot be changed; a person's personality will affect how that person solves problems in life, making the person more competent. A person will respond and adapt to the environment and surrounding forces, increasing competence.

3) Motivation

Motivation is the drive that makes someone able to do something. The driving force that is more psychological 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 appearance, including 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, and the learning process, which is, of course. Also, 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 will affect the person's competence.

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

- 1) There are opportunities for employees to receive education and training based on existing standards.
- 2) Existing competencies and their benefits will add value to learning and growth.
- 3) It increased skills and marketability as employees.
- 4) Clarity of relevance of prior learning, ability to transfer skills and values from recognized qualifications, and potential for career development.
- 5) Clearer career change options. To change to a new position, one can compare their current competencies with those required for the new position.
- 6) We are targeting it as a means of career development.

- 7) More objective performance appraisal and feedback based on clearly defined competency standards.

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/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, performance and produce competent individuals in their fields (Sutrisno, 2009).

2) Education is an activity to improve the mastery of theory and decision 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, 2009).

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 or mental tasks Sudarmanto, (2009).

Zwell, in Wibowo (2012), reveals that several factors 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 (2012), the population is a generalization area consisting of: objects and subjects with the qualities and characteristics set by researchers to be studied and then drawn conclusions. 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. According to Sugiyono (2008), samples taken from the population must be representative. In this study, the authors used accidental sampling. According to Usman (2008), accidental sampling is a technique used

when the selection of sample members is carried out on people or objects that happen to exist or are encountered.

According to Sugiyono (2009) and to determine the number of samples in this study using the Slovin formula with an error limit of 10%, the formula used: Description: = the number of samples, $N = \text{Total population}$, $e^2 = \text{Percentage of allowances}$. Based on the data and formula above, the calculation of the sample used for research at the Novotel Hotel Pekanbaru is to facilitate research, and the sample calculation is rounded up to 57 people.

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

The questionnaire asks 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 by the responsibilities assigned to him (A. P. Mangkunegara, 2014). Indicator variables: 1. Quality of work 2. Responsibility 3. Effectiveness and efficiency 4. Initiative 5. Situation (Rivai, 2004).

Work Discipline (X1) Discipline is a form of employee self-control and regular and shows the level of seriousness of the work team in an organization 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 is a condition where an individual side with the organization and its goals and desires to maintain membership. Robbins and Judge (2011). Indicator variables: 1. Strong desire as a member 2. Willingness to work hard 3. Acceptance of organizational values 4. Acceptance of organizational goals Nowday et al. in Alfresia (2016)

Employee competence (X3) is an 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. Hutapea & Thoha (2008) Indicator variables: a. Beliefs and Values b. Skills c. Experience d. Personality Characteristics e. Motivation f. Intellectual Ability g. Organizational Culture (Zwell in Wibowo, 2010).

RESULTS AND DISCUSSION

Characteristics of Respondents

This section will descriptively describe the distribution of respondents' background data with different characteristics. Characteristics of respondents discussed by this study include Gender, Age, Years of Service, and Education of Employees of Novotel Hotel Pekanbaru.

Table 1. Characteristics of Respondents

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

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

dominant to be done by female employees. Hotel Novotel Pekanbaru employs more employees who are still young in their productive period, namely employees aged 20-30 years, as much as 71.93%, in the hope of getting mobility and strong energy. The working period of employees at the Novotel Pekanbaru Hotel is mostly over 1 – 5 years. Based on these data, we can understand that the tenure employees who work at Hotel Novotel Pekanbaru 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 are employees who already have the appropriate competencies to work better.

Validity

An *instrument* is valid if the statement on an instrument can reveal something that the questionnaire will measure. In the validity test, the sample used was 57 respondents. Validity testing is done by comparing the calculated correlation value with the test criteria:

1. If $r > r_{table}$ then the statement items are declared valid
2. If $r < r_{table}$ then the statement items are declared invalid.

The calculated value in this test is in the *Item–Total Statistics (Corrected Item–Total Correlation) column*. The value is obtained by the equation $57 - 2 = 55$ (see the table with 55) = 0.261. Furthermore, it is known that the value of 0.261. This means that all variable items are declared valid.

The data processing results show that the value for respondents' answers to all variables is declared valid because $r > r_{table}$. it can be concluded that the average items of the four variables are 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, the value is not good.

Based on the processed data, it is known that the test results of the reliability value of the three variables are above 0.60. The measuring instrument used in this study is reliable.

Classical Assumption

Test Normative

Test Normality test can be seen from the Normal pp plot graph. 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 of 10, the regression model has multilnearity symptoms and vice versa.

The results of the multicollinearity test above shows that all independent variables, namely Work Discipline, Organizational Commitment, and Employee Competence, have a *tolerance* > 0.10 and a VIF value < 10, which means that there are no symptoms of multicollinearity in this regression model.

Heteroscedasticity Test

Based on the results of this study, it has been proven that there is no heteroscedasticity, thus indicating 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, 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:

- a. The value of the constant () equals that if the Work Discipline, Organizational Commitment, and Employee Competence are assumed to be zero (0), then the Employee Performance is worth it.
- b. The regression coefficient value of the Work Discipline variable is. This means that every increase in Work Discipline by 1 unit will increase the value of Employee Performance by assuming other variables remain.
- c. The regression coefficient value of the Organizational Commitment variable is 0.228. This means that every increase in Organizational Commitment by 1 (one) unit will increase the value of Employee Performance by 0.228, assuming other variables remain.
- d. 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.

The standard error (e) is a random variable with a probability distribution. The standard error (e) represents all factors that influence but are not included in the equation.

Hypothesis test

- a. **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 (x) simultaneously or together concerning the dependent variable (y). Before testing, the research hypothesis needs to be translated into statistical hypotheses (= null hypothesis, = alternative hypothesis), namely:

$H_0 =$ Work Discipline, Organizational Commitment, and Employee Competence do not significantly affect Employee Performance.

H_1 = Work Discipline, Organizational Commitment, and Employee Competence significantly affect Employee Performance.

Table 3. Simultaneous Hypothesis Testing

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	556,572	3	185,524	203,704	000 ^b
	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, significantly affect the independent variable (Employee Performance). Thus H_0 is rejected, and H_1 is accepted.

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

It is known that the value of t at a significance level of 5% (2-tailed) Work Discipline. It is known that $(3.590) > (1.673)$ and Sig. $(0.001) < 0.05$. This means that the work discipline variable significantly affects 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. $(0.336) > 0.05$. 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 known that $(6,353) > (1,673)$ and $\text{Sig. } (0.000) < 0.05$. This means that the employee competence variable significantly affects employee performance.

Coefficient of Determination (R²)

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

Model	R	R Square	Adjusted R Square	Std. An error in the Estimate
1	0.920 ^a	0.920 ^a	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%. In comparison, the remaining 8% 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 shows that the employees of Novotel Pekanbaru Hotel have more female employees. This is because the work of Novotel Pekanbaru Hotel employees is more dominant to be done by female employees. Hotel

Novotel Pekanbaru employs more employees who are still young in their productive period, namely employees aged 20-30 years, as much as 71.93%, in the hope of getting mobility and strong energy. The working period of employees at the Novotel Pekanbaru Hotel is mostly over 1 – 5 years. Based on these data, we can understand that the tenure employees who work at Hotel Novotel Pekanbaru are 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 are employees who already have the appropriate competencies to work better.

Based on the overall response recapitulation of respondents regarding performance, work discipline, organizational commitment, and competence, the Novotel Hotel Pekanbaru still needs to be more optimal because the targets and realization of the employee's work still need to be matched.

The results of this study conclude that simultaneously there is a significant influence between work discipline, organizational commitment, and employee competence on employee performance at Novotel Hotel. From the results of the questionnaire data processing, it is known that $F_{\text{count}} (203.704) > F_{\text{table}} (2.76)$ with $\text{Sig.} (0.000) < 0.05$. This means that the independent variables, namely Work Discipline, Organizational Commitment, and Employee Competence, significantly affect the independent variable (Employee Performance). This means that H_0 is rejected and H_1 is accepted.

b. The Effect of Work Discipline on Performance

The results of this study indicate a significant influence between work discipline on the performance of Novotel Hotel employees. This can be seen from $(3.590) > (1.673)$ and $\text{Sig.} (0.001) < 0.05$. This means that the work discipline variable has a significant effect on performance. Thus, work discipline significantly affects the performance of Novotel Pekanbaru Hotel employees.

Performance is determined, among others, by perceived job satisfaction and work discipline applied. That means that employees will automatically show good performance and contribute to the organization so that they will love their work. That is in line with several other studies that have been conducted.

Based on the data recapitulation, it was found that the discipline of the Novotel Hotel Pekanbaru employees was still low. This, of course, results in employees needing more discipline in using office equipment to support services.

This study's results align with the research of Kristianti, Affandi, Nurjaya, Sunarsi, & Rozi (2021), which concludes that the work discipline variable significantly affects employee

performance. Furthermore, they recommend paying attention to the job satisfaction felt by employees and increasing work discipline by providing *stimulus* to employees.

These results also support the research conducted by Asdar et al. (2016), stating that work discipline affects employee performance. In this study, it was obtained that if employees have good work discipline, they tend to behave and behave well by complying with the rules and regulations. Existing rules and try to avoid mistakes so that the performance improves. The results of the tests conducted in this study show that work discipline has a significant effect on employee performance.

c. The Effect of Organizational Commitment on Performance Effectiveness

The results of the study concluded that there was an effect of organizational commitment on employee performance. That can be seen from $(2,099) > (1, 673)$ and $\text{Sig. } (0.336) > 0.05$. That means that the organizational commitment variable significantly affects employee performance. Thus, commitment has a significant effect on the performance of employees of Novotel Hotel Pekanbaru.

Based on the data recapitulation, it was found that employees' commitment at the Novotel Hotel Pekanbaru is still low. This, of course, results in employees not trying hard to do their jobs.

The results of this study are consistent with several studies conducted by other researchers. There is a correspondence between the results of this study and some of the results of Allen & Meyer's (1990) research, namely, continuance commitment has a relationship with employee performance. Organizational commitment has a 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.

These results, at the same time, support the results of research conducted by Asdar, *et. al.* (2016), with the results of research stating that organizational commitment affects employee performance. Great organizational commitment to employees will cause employees to work harder and strive to improve quality. Work of the company. From the results of the tests, it is known that the hypothesis that states organizational commitment affects the effectiveness of the employee performance of Novotel Pekanbaru Hotel is accepted.

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 Novotel Hotel Pekanbaru. This can be

seen from $(6,353) > (1,673)$ and $\text{Sig. } (0.000) < 0.05$. This means that the employee competence variable significantly affects employee performance. Thus, competence significantly affects the performance of Novotel Pekanbaru Hotel employees.

Based on the data recapitulation, it was found that the competence of the employees of Novotel Pekanbaru Hotel still needs to be improved. This is indicated by the low motivation of the employees due to the need for more training.

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 & 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) partially the competence variable affects the performance of the Regional Disaster Management Agency Employees of Deli Serdang Regency; (3) partially the work environment variables affect the performance of the Regional Disaster Management Agency Employees of Deli Serdang Regency; (4) Simultaneously there is a positive and significant influence between the variables of training, competence and work environment on the performance of the Regional Disaster Management Agency Employees of Deli Serdang Regency.

The results of this study are consistent with the research by Asdar, *et., al.* (2016), which states that competence affects employee performance. Employees with competencies that are by the work and positions they occupy will increasingly support the results of their performance.

The same result was found by Elizar & Tanjung (2018) that training, competence, and work environment can affect employee performance. Furthermore, from the results of testing in this study, it is known that employee competence significantly affects employee performance at Novotel Hotel Pekanbaru.

CONCLUSION

1. Work Discipline, Organizational Commitment, and Employee Competence significantly affect Novotel Hotel Employee Performance.
2. Work Discipline has a significant effect on Employee Performance. The higher the work discipline, the more it will 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 in 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. For this reason, the company will be able to give more responsibility so that it will be a stimulant in employee work initiatives.
2. From the results of respondents' responses to work discipline, it is known that the lowest value is in the indicator "Using Office Equipment." For this reason, it is expected that the company will be able to improve standard operating procedures for using office equipment so that later employees are expected to be maximal in improving services.
3. From the results of respondents' responses to commitment, it is known that the lowest value is in the indicator "Desire to Work Hard at Work." 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 to 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 provide training for self-development, or it can also provide pay by the workload and expertise because, for some employees, income is the main motivation for working.

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