

ENHANCED AN EMPLOYEE ANALYSIS OF COMPETENCIES, JOB CHARACTERISTICS, AND JOB SATISFACTION ON PERFORMANCE

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Performance.

The purpose of this research is to determine and analyze the influence of competency, job characteristics and job satisfaction on employee performance at Hotel Saka Medan. This type of research is quantitative research. The sampling technique is by Sampling The saturation used in this research were 55 employees who worked at Hotel Saka Medan. The method used in this research is multiple linear regression analysis method. Based on the t test (partial), the competency variable has a positive and significant effect on employee performance, job characteristics have a negative and significant effect on employee performance, and job satisfaction has a positive and significant effect on employee performance at Hotel Saka Medan. Based on the F test (simultaneous), the variables of competency, job characteristics and job satisfaction have a positive and significant effect on employee performance at Hotel Saka Medan. Markadjusted R Square amounting to 0.912 indicates that competency, job characteristics and job satisfaction account for 91.2% of employee performance variables while the remaining 8.8% is explained by other variables or factors not included in this research.

1. INTRODUCTION.

In the current era of globalization, competition is getting tougher, where every company tries to increase its productivity. Facing the current flow of globalization, companies must have good management to be ready and able to compete with companies other. Companies must also make maximum use of resources existing resources to survive in global competition. Although There are various resources in the company, Human Resources is the only competitive advantage of a company. A success of a company is inseparable from the role of resources the human. The potential of Human Resources (HR) must be managed best possible to optimal. Manage Human Resources is the most important thing on the agenda company. A successful company is a capable company in viewing Human Resources as assets that must be managed according to needs, because Human Resources is one factors of production owned by the company. therefore a companies must think of ways that can be done to develop employees in order to drive the progress of the company and how to make these employees have high productivity tall.

Basically, the company is a structured organization it has the same goals and views. In the company, consists of a group of individuals who work together to advance company. The success of the company is largely determined by the quality of the people people who work in it. Competition and changes in the business environment resulting in rapidly fluctuating economic and business conditions. This requires the company's ability to capture phenomena the change, to analyze the impact of the change on companies and prepare steps to face the competition and changes in the business environment. Basically every company wants excellence different. Therefore, it is a very possible alternative to Having a competitive advantage is through creativity and generated. In this regard, many company leaders are tries to link the search for competitive advantage with competency system use. In general, the competency system used by the company consists of knowledge (knowledge), Skills (skills) and behavior (attitude), which are applied to resources human resources in achieving the company's organizational goals. (Judisseno, Rimsky, 2008:35).



Factors that influence employee performance are ability, This ability factor is a variable of competence. According to Moeheriono (2010:4) competence is a basic characteristic someone who indicates how to think, behave and act as well draw conclusions that a person can act on and defend at a certain time period. One of the factors that influences employee performance is clarity of purpose, clarity of purpose is related to job characteristics what employees do. According to Robbins and Judge (2013:268) Job characteristics are an approach to designing jobs which shows how jobs are described into five core dimensions, namely skill diversity, task identity, task meaning, autonomy and feedback.

One of the factors that influences employee performance is factors Willingness, this willingness factor is indicated through job satisfaction. Hasibuan (2013:202) states: "Job satisfaction is an emotional state employees who are fun and love their jobs." Hotel Saka Medan is a three star hotel located on Jalan Black Crow No. 14 Terrain. Hotel Saka Medan is often used as a place events, training, seminars and meetings by utilizing services the hotel as a place to hold activities.

Basic problems where employee competence can be seen from educational background, employees of the Saka Medan hotel relatively low due to the large number of employees who graduated from high school/vocational school which is not in accordance with the hospitality major, and skills and knowledge about hospitality.

Table 1. Level of Education of Hotel Saka Medan Employees

No	Last education	Amount
1	SMA/SMK	31
2	Diploma	15
3	S1	9
Total		55

For job characteristics seen from the variety of skills or skills in doing the work itself, where lacking employee skills in doing work with standards or existing procedures, where the employee on duty does not carry out work properly according to established procedures. employees who don't according to job characteristics, resulting in services often not in accordance with hotel service standards such as when cleaning hotel rooms.

Table 2. Types of Work for Hotel Saka Medan Employees

No	Type of work	Amount
1	FrontOffice	5
2	Housekeeping	11
3	Laundry	5
4	F&B Service	9
5	F&B Products	8
6	Engineering	4
7	Back Office	10
8	Security	3

Meanwhile, regarding employee job satisfaction, hotel employees feel less satisfaction in doing work, due to lack of policy compensation and lack of work equipment provided hotel to support the implementation of work. The success of an organization is influenced by performance, for that every company will try to improve employee performance in achieving the set goals of the organization. Understanding Performance is a result of work produced by an employee interpreted to achieve the expected goals. According to Mangkunegara (2012:67), performance is the result of quality and work the quantity achieved by an employee in executing his duties are in accordance with the responsibilities given to him.

Performance terms of the word job performance or actual performance (work performance or actual achievements achieved by someone), Job performance is generally influenced by abilities, skills, experience and work seriousness of the workforce concerned. Performance is optimal achievement in accordance with potential that an employee has. According to Prawirosentono (2009:54). An employee's performance will be good if the employee has expertise high level, willingness to work, the presence of rewards or wages worthy and have hope for the future. Theoretically, there are variables that influence performance, namely: individual variables consisting of ability, skill and background variables private rear. Therefore employees need to be placed on work that suits his skills.

Good performance is performance that follows procedures or procedures in accordance with established standards. While performance according to Bangun (2012:231), it is the result of the work achieved someone based on the requirements of a job, a job has certain requirements to be able to achieve it goals which are also known as work standards, namely levels it is expected that a particular job will be completed and is a comparison of the goals or targets to be achieved. Performance is a manifestation of the work carried out by employees which is usually used as a basis for evaluating employees employee. Performance is the result of work that can be achieved by someone or group of people in a company according to responsibility respective responsibilities in achieving company goals.

According to Wirawan (2012: 5) performance is the results of functions or indicators of a person's or group's work/activity in an organization which is influenced by various factors to achieve organizational goals within a certain time period. Whereas According to Hasibuan (2013: 134) suggests that performance is something the work results achieved by someone in carrying out a task assigned to him based on his skills, experience, level of education, and seriousness and time. According to Bangun (2012:231), performance is the result of work achieved by a person based on job requirements. kindly conceptual performance is the result of work achieved by someone in a certain period of time based on predetermined work standards.

Performance is a manifestation of the work carried out by employees usually used as a basis for evaluating employees. According to Mathis and Jackson (2009:378) performance(performance) is what done or not done by employees. Three main factors are affecting performance are:

- 1) Individual ability to do work
- 2) the level of effort expended, and
- 3) Organizational support.

According to Webster's Dictionary, the term competency begins to appear in 1596. Competence is the ability and characteristics that owned by an employee in the form of knowledge, skills and behavioral attitudes required in carrying out work, so can carry out their work professionally, effectively and efficiently. According to Moehariono (2010:4) competence is a characteristic the basics of a person that indicate a way of thinking, behaving, and act and draw conclusions that can be done and maintained by someone over a certain period of time.

According to Robbins and Judge (2013:268) job characteristics is an approach to designing work that shows how jobs are described into five core dimensions viz skill diversity, task identity, task meaning, autonomy and feedback. According to Ni Made Gunastri (2013:14) job characteristics are the characteristics and tasks that include responsibilities, types of tasks, the level of satisfaction obtained from the work itself, the rules and task implementation guidelines.

2. METHOD

The type of research used is quantitative research, According to Sugiyono (2010:11) quantitative research is research which aims to determine the influence between the independent variable X on the dependent variable Y and how close the influence or relationship is That. This research discusses competency analysis, job characteristics, and job satisfaction towards improving the performance of Hotel Saka employees Medan.



The type of research used is quantitative research, According to Sugiyono (2010:11) quantitative research is research which aims to determine the influence between the independent variable X on the dependent variable Y and how close the influence or relationship is. That. This research discusses competency analysis, job characteristics, and job satisfaction towards improving the performance of Hotel Saka employees Medan. This research was conducted at the Saka Hotel Medan, which is located on Jalan Black Crow No.14 Sei Sikambing Medan Sunggal.

Operational definition is a definition given to a variable by giving meaning, specifying activities, or provides the operations needed to measure these variables. The variables are: Competence (X1), Job Characteristics (X2), And Job Satisfaction (X3), Employee Performance (Y). As for the operationalization of variables. According to Sugiyono (2010:61) population is a generalization area which consists of objects or subjects that have the quality and certain characteristics set by the researcher to be studied and then conclusions are drawn. The population in this study were employees of Hotel Saka Medan which totaled 55 people.

Validity test was conducted to measure whether the questionnaire or the distributed questionnaire is feasible to be used as a research instrument. The questionnaire used to measure shows whether the data obtained is valid data. This validity test was carried out to 55 employees of Hotel Saka Medan. Testing the validity and reliability in this study using help software SPSS. A data is said to be valid or invalid with the criteria for testing the validity of the questionnaire are as follows:

- 1) If $r \text{ count} \geq r \text{ table}$, then the statement is declared valid.
- 2) If $r \text{ count} \leq r \text{ table}$, then the statement is declared invalid.

Reliability test means that if the instrument is carried out several times to measure the same object will produce the same data so that the research instrument is considered correct. In this study to determine whether the questionnaire is reliable or not using alpha cronbach. The questionnaire is said to be reliable if alpha cronbach above 0.6 and if unreliable if equal to or below 0.6. The normality test aims to test what is in the model regression between the independent variable and the dependent variable has a distribution normal or not. To test the normality of the data can be known by through :

a. Normal Curve Histogram

The normality of the data when viewed from this method can be determined based on curve shape. Data is said to be normal if the shape of the curve has The slope tends to be balanced, both on the left and right sides right, and the curve is shaped like an almost perfect bell.

b. P-Plot test,

Normality test can be seen by paying attention data spread (point) on PP Plot of Regression Standardized Residual via SPSS, where:

- a. If the data spreads around the diagonal line and follows the direction of the line diagonal, then the regression model meets the assumption of normality.
- b. If the data spreads far from the diagonal line or does not follow the direction diagonal line, then the regression model does not meet the assumptions normality.
- c. Test Kolmogorof Smirnov (KS), performed to find out the data normal or not, can be seen from the value of profitability. Data is normal, if KS value is Asymp. Sig (2 Tailed) > 0.050 .

Test Multicollinearity aims to test whether in the model regression found a correlation between independent variables. Multicollinearity occurs when there is a perfect or nearly perfect linear relationship between some or all of the independent variables in the regression model. A good regression model should not have any correlation between independent variable. According to Umar (2010:80) to test for existenc multicollinearity can be done by analyzing the correlation between variables and value calculation tolerance as well as variance inflation factor (VIF). The test criteria are:

- 1) $VIF > 1$ then occurs multicollinearity
- 2) Tolerance < 0.1 then it doesn't happen multicollinearity

Test heteroscedasticity aims to test whether in regression model, inequality occurs variance from residual one observation to another observation. If the variance of the residual is one observation

to another observation remains, then it is called homoscedasticity and if different is called heteroscedasticity. Model good regression is that homoscedasticity or not happening heteroscedasticity.

3. RESULT AND DISCUSSION

Company Organizational Structure and Division of Duties

The organizational structure is a very important part of the a company. In general, every company has a structure each organization is different from other companies, depending on the goals of the organization, the resources it has and organizational environment. But in essence the organizational structure have the same principle, namely to achieve company goals. The organizational structure of a company provides an overview of know about the position, duties, authority and responsibilities as well functions and work relationships between departments and departments other existing company to be used as a reference in division of tasks so as to carry out assigned work activities planned can be carried out as well as possible.

Table 3. Respondents' Assessment of Accuracy Indicators (Y9.10)

Answer Respondent	Question Items			
	Employees do job properly		Employees are able to complete the work given by their superiors quickly and thoroughly	
	Frequency	%	Frequency	%
Very not agree	17	30.9%	4	7.3%
Don't agree	15	27.3%	8	14.5%
Disagree	10	18.2%	19	34.5%
Agree	9	16.4%	13	23.6%
Strongly agree	4	7.3%	11	20.0%
Total	55	100.0	55	100.0
Mean	2.42		3.35	

The knowledge indicator (Table 4.25) is represented by 2 question items as follows:

1. For employee items doing their work correctly, there are 17 respondents (30.9%) stated that they strongly disagree with a mean value of 2.42.
2. This answer illustrates that the employee is still not quite right do any work that is not good enough.
3. For employee items, they are able to complete the work given superiors quickly and thoroughly, as many as 19 respondents (34.5%) stated disagree with the mean value of 3.35. This answer illustrates that lack of thoroughness on the part of employees and employees as well lack of seriousness in carrying out the assigned tasks pretty good.

Data Quality Test

The validity test is to determine the suitability of each list questions (questionnaire) that have been given to respondents A validity test is needed to measure whether something is valid or not Questionnaire. If each question has a value of > 0.30 then the question declared valid (valid).

Table 4. Validity Test Results

	Item-Total Statistics				
	Scale Mean if Items Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
X1.1.1	109.56	903,917	, 641	.	, 949
X1.1.2	109.62	916,055	, 555	.	, 950
X1.2.3	109.84	920,362	, 480	.	, 951
X1.2.4	110.15	918,830	, 543	.	, 950
X1.3.5	109.07	925,958	, 492	.	, 950
X1.3.6	109.75	902,490	, 710	.	, 949
X1.4.7	109.53	904,587	, 701	.	, 949
X1.4.8	109.60	897,541	, 743	.	, 949
X1.5.9	109.89	906,729	, 686	.	, 949
X1.5.10	109,16	922,806	, 504	.	, 950
X2.1.1	108.98	932,796	, 368	.	, 951
X2.1.2	109.33	920,632	, 461	.	, 951
X2.2.3	109.15	934,312	, 304	.	, 952
X2.2.4	109.40	930,689	, 315	.	, 952
X2.3.5	109.62	917,203	, 489	.	, 950
X2.3.6	109.60	907,393	, 627	.	, 950
X2.4.7	109.42	888,470	, 825	.	, 948
X2.4.8	109.93	909,291	, 637	.	, 950
X2.5.9	109.20	925,385	, 453	.	, 951
X2.5.10	109.69	901,069	, 707	.	, 949
X3.1.1	109.13	926,224	, 465	.	, 951
X3.1.2	109.64	931,162	, 353	.	, 951
X3.2.3	109.33	925,965	, 409	.	, 951
X3.2.4	109.40	930,689	, 315	.	, 952
X3.3.5	109.62	917,203	, 489	.	, 950
X3.3.6	109.22	919,211	, 455	.	, 951
X3.4.7	109.60	907,393	, 627	.	, 950
X3.4.8	109.42	888,470	, 825	.	, 948
X3.5.9	109.87	905,558	, 710	.	, 949
X3.5.10	109.25	926,415	, 414	.	, 951
Y.1.1	109.98	916,463	, 677	.	, 949
Y.1.2	109.98	908,537	, 635	.	, 950
Y.2.3	109.13	926,224	, 465	.	, 951
Y.2.4	109.64	931,162	, 353	.	, 951
Y.3.5	109.33	925,965	, 409	.	, 951
Y.3.6	109.87	892,595	, 794	.	, 948
Y.4.7	109.60	907,541	, 626	.	, 950
Y.4.8	109.40	889,578	, 815	.	, 948

Based on Table 4. above, the value of the SPSS output is known validity is in the column *Corrected item-Total correlation* Which means the value between the score for each item and the total score for the answer respondents Validity test results from 40 (forty) questions on competency variables, job characteristics, job satisfaction and performance declared valid (legitimate) because the coefficient value exceeds 0.30.



Reliability Test

Reliability test (reliability test), precision or accuracy indicated by the measurement instrument. Questionnaire items are said reliable or reliable if someone's answer to the questionnaire is consistent. In this research, to determine whether the questionnaire is reliable or not by using Cronbach's Alpha. The questionnaire is said to be reliable if Cronbach's Alpha > 0.60 and for reliable if it is equal to or below 0.60 . The reliability of the questionnaire questions that the author has asked Respondents in this study will be seen in the table Reliability Statistics which has been presented in the table below:

Table 5. Reliability Test Results

Reliability Statistics		
Cronbach's Alpha Based on		
Cronbach's Alpha	Standardized Items	N of Items
,951	,951	40

Based on Table 5 above, there are *cronbach's alpha*s big as $0.951 > 0.60$ so it can be concluded that the question has been presented to respondents consisting of 40 questions, good in the variables Competency (X1), Job Characteristics (X2), Satisfaction Work (X3) and Employee Performance (Y) are *reliable* or acceptable so it is said to be reliable.

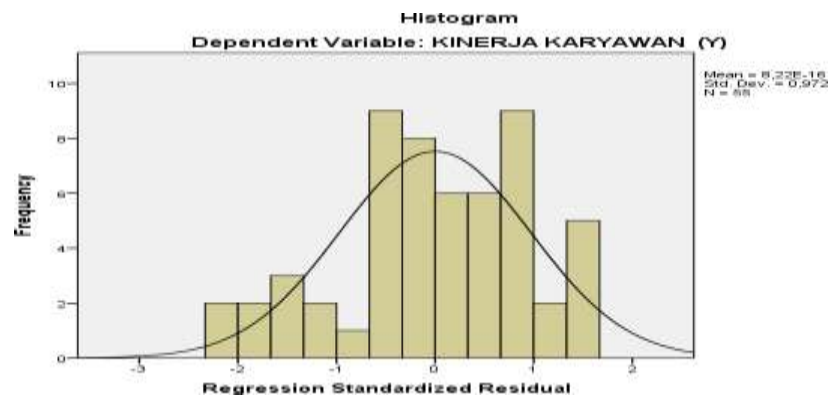


Figure 1. Normality Test Histogram

Based on Figure 1, the results of data normality testing shows the image in the histogram above has a line curved to form a bell shape. It can be concluded The regression model meets the assumptions of the data normality test.

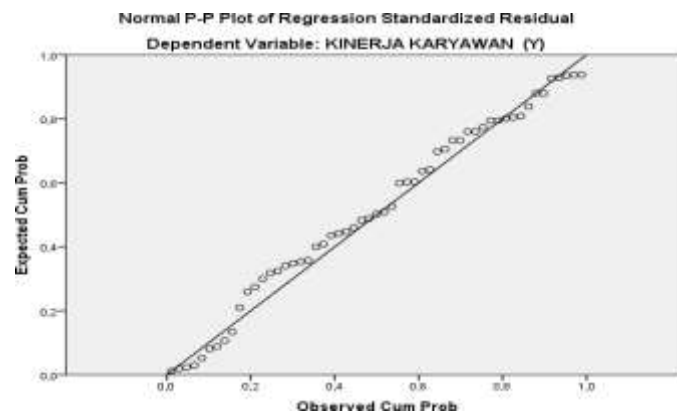


Figure 2. PP Plot Normality Test

Based on Figure 2, it can be seen above that the distribution of points on Competencies (X1), Job Characteristics (X2), Job Satisfaction (X3) and Employee Performance Interest (Y) are spread around the diagonal line which can be concluded that the data presented can be said to be normal.

Table 6. Results *One-Sample Kolmogorov-Smirnov Test*
One-Sample Kolmogorov-Smirnov Test

		Employee performance
N		55
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.86064483
Most Extreme Differences	Absolute	.072
	Positive	.072
	Negative	-.064
Kolmogorov-Smirnov Z		.533
asympt. Sig. (2-tailed)		.939

Based on Table 6 above, a regression model is said to meet the normality assumption that is if the residual value *Asymp. Sig. (2-tailed)* greater than 0.050. Mark *Kolmogorov-Smirnov Z* of 0.533 with 0.939 where this figure is above the level significance 0.050 or 5%. Or value *Asymp. Sig. (2-tailed)* > 0.050 (0.939 > 0.050), then the data in this study can be stated statistically normally distributed and has met the requirements for use.

Multicollinearity Test

The multicollinearity test aims to test whether the model regression found that there was a correlation between the independent variables. Regression model What is good is if there is no correlation between the independent variables. If there is frequent correlation, then these variables are not *orthogonal*. *Orthogonal* is the independent variable whose value is the correlation between other variables are zero. Tolerance measures independent variability selected ones that are not explained by other variables. So value *tolerance* a low one equals a high VIF value (because $VIF/tolerance$). The test criteria are:

- 1) $VIF > 1$ then occurs *multicollinearity*
- 2) Tolerance < 0.1 then it doesn't happen *multicollinearity*

Table 7. Multicollinearity Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Betas	Tolerance	VIF
1 (Constant)	-1,204	1,400			
COMPETENCY (X1)	,577	,098	,574	,170	5,892
CHARACTERISTICS (X2)	-,201	,090	-,191	,223	4,489
JOB SATISFACTION (X3)	,654	,119	,576	,147	6,787

Based on table 7 it can be seen above that the VIF Competency variable (X1) is 5,892, Job Characteristics (X2) is 4,489, Job Satisfaction (X3) is 6,787 and greater than 1 (one) and the Competency tolerance value (X1) is 0.170, Characteristic Employment (X2) is 0.223, Job Satisfaction (X3) is 0.147 more smaller than 10, it can be concluded that the regression model is free of interference multicollinearity.



4. CONCLUSION

Based on analysis of research results and discussion about Competency, Job Characteristics, and Job Satisfaction on Employee Performance at Hotel Saka Medan, the following conclusions can be drawn: (1) There is a positive and significant influence between competencies on employee performance at Hotel Saka Medan. Tested and got accepted based on the t value count competency variable (X_1) is 5,861 and t value table of 1.675 then $t_{count} > t_{table}$ ($5,861 > 1,675$) and value $Sig < 0.050$ ($0.000 < 0.050$). The magnitude of the influence of competence (X_1) on employee performance (Y) of 0.577, which means every time there is competency improvement (X_1), it will improve performance employees (Y) of 0.577 units and significant. (2) There is a negative and significant influence between the characteristics work on employee performance at Hotel Saka Medan. No tested and not accepted based on the t value count characteristic variables work (X_2) is -2.231 and the t value table of 1.675 then $t_{count} > t_{table}$ ($-2.231 > 1.675$) and Sig value < 0.050 ($0.030 < 0.050$). The size influence of job characteristics (X_2) on employee performance (Y) is -0.201, which means a lack of improvement in characteristics work (X_2) on employee performance (Y) of -0.201. (3) There is a positive and significant influence on job satisfaction on employee performance at Hotel Saka Medan. Tested and got accepted based on the t value count job satisfaction variable (X_3) is 5,477 and t value table of 1.675 then $t_{count} > t_{table}$ ($5,477 > 1,675$) and Sig value < 0.050 ($0.000 < 0.050$). The magnitude of the influence of job satisfaction (X_3) on employee performance (Y) of 0.654, which means every time there is an increase in job satisfaction (X_3), will be increase employee performance (Y) by 0.654 units and significant.

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