

Research Article

Enhancing the Performance of Hotel Employees by Fostering Job Satisfaction, Which is Shaped by Competency and the Work Environment

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Abstract.

This study aims to analyze the effect of competence, work environment, and organizational culture on the job satisfaction of hotel employees in DI Yogyakarta. Influence of competence, work environment, and organizational culture on the performance of hotel employees in DI Yogyakarta. Analyze the effect of competence, work environment, and organizational culture on employee performance through hotel job satisfaction in DI Yogyakarta. This research method uses quantitative analysis techniques using structural equation modeling (SEM), processed using the AMOS and SPSS 26 version programs. The population in this study were all employees of 3 and 4 star hotels in DIY (168 hotels), with a workforce of 3256 men and 1268 women for a total of 4524. The number of samples in the study was 151 people with the criteria that they had a minimum working period of 5 years. The results of this study indicate that competence, work environment, and organizational culture can create job satisfaction and improve employee performance through hotel employee job satisfaction. The research results can positively contribute to developing management science or disciplines regarding performance theory. This research is expected to positively contribute to decision-making for hotel management related to improving performance through employee competence, work environment, organizational culture, and job satisfaction.

Keywords: performance, job satisfaction, competency, and work environment

1. Introduction

Effective human resource management is crucial for addressing the problems posed by environmental change. The hotel management must consistently exert significant efforts to enhance human resources. Nevertheless, the existing attempts have not yet achieved the best possible results in enhancing the productivity of hotel staff, given that the intricacy of the issues remains a management difficulty. This requirement necessitates employees' preparedness to consistently enhance their job capacity, so ensuring the

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Published: 10 October 2024

Publishing services provided by Knowledge E

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Selection and Peer-review under the responsibility of the 8th ICOS: Entrepreneurship and Creative Economics Conference Committee.



attainment of all objectives and the ongoing enhancement of hotel employees' performance. Proficiency is a significant, if not the sole, requirement for future professional growth and achievement in the job market. Nevertheless, there might be instances that deviate from the norm [1].

As stated in [2], performance is defined as the effective completion of tasks and attainment of objectives within an organization. As stated in [1], performance is not primarily affected by the action itself, but rather by the assessment and evaluative processes that are involved. Describing the action aspect without referencing the performance aspect of results may present challenges in practical application. This is due to the fact that not all actions can be considered performance, but rather only those that align with organizational objectives. Consequently, it becomes necessary to establish criteria for evaluating the degree to which individual performance contributes to the attainment of organizational goals. According to the findings of [3], employee work satisfaction is identified as a significant determinant of employee performance. According to [4], when employees are content with the task they are assigned, they will actively contribute to the overall running of the business, utilizing their skills and abilities to enhance productivity.

However, before job satisfaction is formed, several factors influence fluctuations in employee performance. This statement is expressed by [4] in their research, revealed that the competencies possessed by each employee encourage increased employee performance. Departing from this research, work environment factors are no less important in supporting the success of employee performance. A work environment is a form of support the organization provides to employees to work optimally so that the work environment can encourage the high and low performance of individual employees; the research approves this statement results [5]. Later, [6] states that the work environment has an impact on both the quality and amount of work that people generate. Inadequate environmental conditions can lead to decreased labor efficiency and diminished employee job satisfaction.

Employee success is largely dependent on organizational culture factors in addition to competency and work environment [7]. In addition to performance, the preceding paragraph mentioned that job satisfaction affects performance. An essential component of determining employee morale is job satisfaction. In their research, [8] and [9] explain how competency affects job satisfaction and output. Nonetheless, differences in the relationship between performance and competence have been shown in a number of research.

Competence, according to [10], is the requirement that workers do the tasks assigned by the company. It's an interesting phenomena that while adopting job happiness promotes individual employees' high and bad performance, having sufficient competence will make producing good performance easier [10]. Employee job happiness is supported by a positive workplace culture. The main objectives of this study are to investigate the factors that can increase or decrease the influence that competence, the work environment, and organizational culture have on employee performance. The background information is supported by earlier research and is based on phenomena that have been seen.

Research and Development in the Special Region of Yogyakarta, the number of post-pandemic hotels has increased sharply. In 2019, the number of star and non-star hotels was 773; in 2022, it will more than double to 1,696. The most significant increase was in the number of non-star hotels. From 610 hotels in 2019 to 1,528 (non-star) and 168 (star) in 2022, however, the number of hotel employees has decreased, especially star hotel employees. In 2019, there were 7,781 employees, and in 2022, there will be 4,524 people [11]. As a region that relies on natural and cultural tourism, DI Yogyakarta requires adequate tourism support facilities, one of which is a hotel. This condition necessitates that officials of the regional government in DI Yogyakarta maintain a state of readiness to innovate and enhance multiple sectors.

Researchers in this study looked at three things: competence, work environment, and company culture. They wanted to find out how these three things affect how happy hotel workers in DI Yogyakarta are with their jobs. For example, experts are looking into how Competence, the work environment, and the organizational culture of hotel workers in DI Yogyakarta affect how well they do their jobs. They are also looking into how things like competence, the work environment, and company culture affect employee performance by looking at how satisfied hotel workers in Distant Yogyakarta are with their jobs. Researchers hope that the results of this study will help the field of management learn more about Performance Theory and other related topics. These may include human resource competence, work environment, applying organizational cultural values, and job satisfaction in the context of improving employee performance.

2. Theoretical Reviews

2.1. Performance theory

One of the theories pertaining to the impact of satisfaction and organizational culture on performance is the performance theory. According to [12], performance theory refers

to the perceived connection between the performance of individuals and organizations. The explicit explanation of performance theory can be found in company documentation. Frequently, the awareness of individuals within the company, whether deliberate or inadvertent, is a prevailing factor. The development of performance evaluation occurs gradually when individuals engage in the process of observing performance and its outcomes throughout the course of a career. This practice serves as a framework for individuals to evaluate performance, whether in a formal or informal manner.

This job performance theory [13] says that job satisfaction and job success are linked in a good way. According to this idea, workers are more likely to do a good job when they are happy with their job. Empirical study, such as a meta-analysis by [13], backs up this theory. They found that overall job satisfaction and job performance are generally positively related, with a strength of 0.30. Another important point [14] is that performance is measured by the quality and quantity of work that an employee completes while carrying out the tasks that were assigned to him.

[15] posit that work can be assessed based on standard quantitative and qualitative aspects. The quantitative aspects encompass elements such as the work process, work conditions, time spent on the task, and the frequency of errors committed. On the other hand, the qualitative aspects encompass work accuracy, quality, level of competence, ability to analyze data or information, and capacity for evaluation. According to [15], the measurement of employee performance encompasses various variables, such as capability, initiative, time accuracy, quality of work, and communication. The research conducted by [16] explores the topic of performance measurement, specifically focusing on variables such as quality of work, quantity of labor, timeliness, and effectiveness. The performance metrics utilized in the aforementioned research are also employed by researchers.

2.2. Job satisfaction

According to [17], job satisfaction refers to the emotional state experienced by employees when they perceive their work in a positive or negative manner. Job satisfaction pertains to an individual's emotional state in relation to their occupation. The presence of job satisfaction is known to influence employees' inclination towards good behavior, hence playing a crucial role in facilitating employee behavior that aligns with and contributes to organizational performance [18]. According to the research conducted by [19], there are three distinct theories pertaining to job satisfaction. These theories include the Difference theory, which assesses an individual's level of job satisfaction by quantifying the disparity between their expectations and the actual experiences they

encounter in their work environment. The concept of need fulfillment hypothesis The level of job satisfaction is contingent upon the extent to which the requirements of employees are fulfilled. Employee satisfaction can be achieved when their needs are met. The level of employee satisfaction is directly proportional to the extent to which the employee's requirements are fulfilled. Conversely, when the demands of the employee are fulfilled, the employee has a sense of satisfaction.

The employee job satisfaction dimensions are measured using the job satisfaction indicators proposed by [13]. These indicators include employment, which refers to the level of excitement and learning opportunities provided by work tasks, as well as the level of responsibility accepted. Another indicator is wages or salaries, which encompasses both the amount received and the perceived condition of the wages or salaries. Work supervision is also considered, focusing on the supervisor's ability to provide help and support. Lastly, promotional opportunities are taken into account, specifically the chances for advancement. The focus of the study is on coworkers, namely their level of friendliness and competence. Job satisfaction is an individual's subjective evaluation of overall satisfaction with work. Research results [3] and [20] state that job satisfaction influences improving employee performance.

2.3. Competence

[21] conducted a study, within the realm of performance management, the concept of competency pertains to the behavioral aspects associated with a particular role. It encompasses the specific behaviors that an individual must exhibit in order to effectively fulfill their job responsibilities to a satisfactory degree. Moreover, [21] demonstrated that competence refers to the various types and levels of behavior that an individual offers to their employment. It is important to differentiate this concept from specific competencies, which encompass the requisite knowledge, skills, and expertise necessary to perform specific job-related duties. Competencies are crucial in shaping the procedural dimensions of job outcomes.

According to [22], there are two categories that can be used to categorize competence: primary and distinguishing. Important traits, such as the knowledge and skills required to meet basic criteria in a job, are referred to as essential competences. When we talk about differentiating competencies, we are referring to the aspects of motivation, personal qualities, self-concept, and values that distinguish employees who do exceptionally well from those who are not exceptional. There are two approaches to creating competency models for organizations, including the universal model, which is a "one-size-fits-all" model, and the multiple model, which takes a set of generic

competencies, modifies, redefines, and adds to them to obtain competencies related to a particular job.

As stated by [23], There exist four indicators that have the potential to influence an individual's competence. These indicators include motives, which encompass emotions, desires, psychological needs, and other impulses that prompt individuals to take action in order to accomplish a task. Additionally, self-concept plays a significant role, encompassing attitudes, values, and one's self-image, which refers to an individual's belief in their ability to achieve success in a given circumstance. Knowledge refers to the cognitive capacity of employees to comprehend technical, administrative, human processes, and systems concerns. Expertise, on the other hand, pertains to the specialized proficiency possessed by individuals to effectively perform activities that are not universally attainable. According to [8] and [9], job happiness is contingent upon an individual's level of competence.

2.4. Work environment

The work environment encompasses the tools, resources, and information present in the immediate surroundings where an individual does out their work. This includes the procedures and systems employed in both individual and group work settings. [24] suggest that the organizational work environment holds significant value for individuals inside a company, since it exerts both direct and indirect influence on employees. According to [25], an environment that is conducive to work fosters a sense of security and enables individuals to perform at their highest level.

Two distinct categories of work environments are present. The physical work environment comprises the diverse physical conditions that are inherent to the workplace and have the capacity to affect employees. In order to cultivate a cooperative and amicable dynamic between employees and supervisors, the intangible elements of the workplace contribute to a positive atmosphere. The potential for work environment to cultivate work passion exists, which may ultimately result in increased productivity and work performance. Additionally, it may impact the employment satisfaction of employees. Employee performance is positively correlated with a favorable work environment, according to the findings of [5].

2.5. Organizational culture

According to [16], organizational culture is the consensus among organization members regarding what sets it apart from other establishments. The organizational culture serves as the shared cognitive structure that distinguishes members of a given group. As stated in reference [26], the formation of organizational culture is not a coincidental development nor is it solely determined by the qualities exhibited by the organization's inception. The behavior of individuals within an organization is influenced by seven distinct qualities of organizational culture, according to the findings of [27]. Attention to detail, initiative and risk-taking propensity, a focus on achieving desired results, an individual and team-oriented mindset, aggression, and stability are among these attributes.

Culture fulfills a multitude of organizational functions, including the establishment of boundaries. This implies that disparities and unique characteristics among organizations are the result of cultural influences. Culture significantly influences the formation of individual identities within an organization. Culture plays a crucial role in nurturing the growth of more extensive societal obligations and personal pursuits. The existence of culture serves to bolster the stability of social systems. Culture functions as a conduit through which meaning is constructed and authority is maintained, thereby affecting the attitudes and conduct of personnel. The notion that organizational culture significantly influences the improvement of job satisfaction has been postulated in references [23] and [28].

3. Research Methods

3.1. Research design

The researcher utilized an explanatory study design, which focuses on clarifying the cause-and-effect links between external and internal elements. In the following analysis, we will investigate the influence of exogenous and endogenous variables, namely Competence, work environment, and organizational culture, on employee performance via the lens of job satisfaction.

3.2. Research population and sample

The research sample consisted of all employees of 168 three and four-star hotels in DI Yogyakarta. The workforce comprised a total of 4,524 individuals, with 3,256 being male

and 1,268 being female (Bappeda DIY, 2023). Their job had a minimum term of five years. In this research, the sampling technique used was simple random sampling. The Slovin (1960) formula was performed to calculate the number of samples needed, resulting in a calculated value of 151.03 persons. This value was rounded to 151 individuals. The choice to employ star-rated hotel staff in DI Yogyakarta as a research location is based on the observation that the hotel workforce in the city has decreased.

3.3. Data analysis technique

Descriptive analysis was employed in this study to furnish a comprehensive depiction of the attributes of each variable. This method utilizes quantitative analysis techniques, specifically structural equation modeling (SEM), and will be implemented through the AMOS and SPSS version 26 software packages.

4. Results and Discussion

4.1. Research result

4.1.1. SEM analysis results

In this study, inferential analysis was conducted using the SEM approach. SEM is used to test research models and hypotheses. The SEM technique is used to investigate the causal relationship between competence, work environment, and organizational culture and employee performance, either directly or indirectly via the mediator variable job satisfaction. At the same time, this model examines the factor loading and regression weight of competence, work environment, and organizational culture on employee performance via the mediator variable job satisfaction. As in Figure 1 below:

Next, to calculate the structural equation that explains the influence of each variable, see the following table 1:

The structural equation modeling (SEM) results of this study were analyzed using version 26 of the AMOS for Windows software package. The four hypotheses can be delineated as follows. The hypothesis model is utilized to examine the causal link, and this is assessed by the t-test, which is commonly employed in regression analysis. The statistical value of CR. The subsequent section presents an account of the test outcomes for the four paths used into the ultimate model of this investigation. The outcomes of hypothesis testing at various phases are delineated as follows:

The results of testing the first hypothesis can be seen in the following table 2.

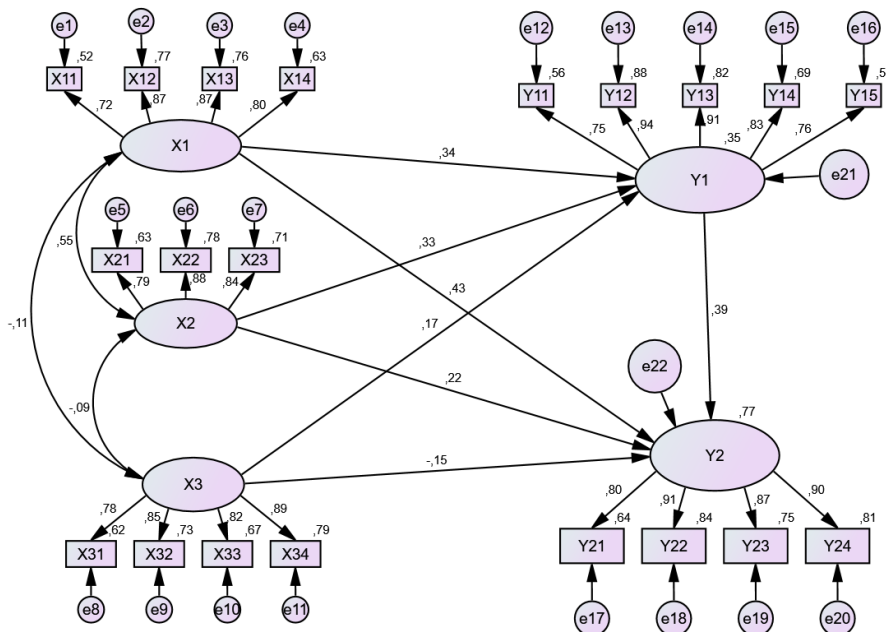


Figure 1: Structural model results.

TABLE 1: Structural equation results.

Var. Exogenous	Var. Endogenous	B	CR	Prob.
Competency (X1)		0.34	3,414	0,000
Working environment (X2)	Job Satisfaction (Y1)	0.33	3,339	0,000
Organizational culture (X3)		0.17	2,261	0.024
Competency (X1)		0.43	5,585	0,000
Working environment (X2)	Employee	0.22	3,115	0.002
Organizational culture (X3)	Performance (Y2)	-0.15	-2,734	0.066
Job satisfaction (Y1)		0.39	5,489	0,000

Significance at $p \leq 0.05$

TABLE 2: Standardized regression weight of competency, work environment, and organizational culture on job satisfaction.

Variable		Coef. Raw	CR	p-value	Information
Exogenous	Endogenous				
Competency (X1)	Job Satisfaction (Y1)	0.34	3,414	0,000	Significant
Work Environment (X2)	Job Satisfaction (Y1)	0.33	3,339	0,000	Significant
Organizational Culture (X3)	Job Satisfaction (Y1)	0.17	2,261	0.024	Significant

Source: Primary Data, processed 2023

The table shows that the estimated regression coefficient of competence on job happiness is 0.34. At the usual 0.05 level of significance, the above coefficient has a p-value of 0.000 and a critical ratio (CR) of 3.414, which show that it is statistically significant. According to this finding, the level of skill that a person displays has a big and positive effect on their overall job happiness. There is a link between job happiness and the work environment, and the regression coefficient for this link is 0.33. There is a 0.05 level of significance for this coefficient, as shown by the p-value of 0.000 and the critical ratio (CR) of 3.339. This finding shows that the conditions of the workplace have a big and positive effect on how happy workers are with their jobs.

It is thought that a corporate culture with a regression coefficient of 0.17, a critical ratio (CR) of 2.261, and a p-value of 0.024 is linked to job satisfaction. This p-value shows that the coefficient is statistically important at the 0.05 level. The results of this study show that group culture has a big and positive effect on job satisfaction. The statistical analysis backs up hypothesis 1, which says that job happiness is strongly linked to the work environment, the culture of the company, and the level of competence of the employees.

The results of testing the second hypothesis are as follows (table 3).

TABLE 3: Standardized regression weight of competency, work environment, and organizational culture on employee performance.

Variable		Coef. Raw	CR	p-value	Information
Exogenous	Endogenous				
Competency (X1)	Performance (Y2)	0.43	5,585	0,000	Significant
Work Environment (X2)	Performance (Y2)	0.22	3,115	0.002	Significant
Organizational Culture (X3)	Performance (Y2)	-0.15	-2,734	0.066	Not significant

Source: Primary Data, processed 2023

The results of a regression study that looked at the link between employee success and competency are shown in the next table. Competence has a regression coefficient of 0.43, which means there is a positive association. The important number (CR) for this coefficient is 5.585, which means the link is statistically significant. Also, the p-value given is 0.000, which is less than the 0.05 normal level of significance. This is more proof that the observed link is statistically significant. This shows that there is a direct and statistically significant link between how competent workers are and how well they do their jobs. A regression coefficient of 0.22 is used to look at the link between employee success and the work environment. The coefficient is statistically important at the 0.05

level, as shown by the 0.002 p-value and 3.115 critical ratio (CR). This finding shows that the work setting has a big and positive effect on how well employees do their jobs.

The regression coefficient, which has a value of -0.15, shows that there is a link between employee success and business culture. With a critical ratio (CR) of -2.734 and a p-value of 0.066, which is higher than the usual standard of 0.05, this coefficient has been checked to see if it is statistically significant. The results show that business culture doesn't have much of an effect on how well employees do their jobs. According to the statistical studies, Hypothesis 2 says that competence and the work environment have a good and significant effect on how well employees do their jobs. On the other hand, one could say that company culture doesn't really affect how well employees do their jobs. The experiment took place, and information was gathered.

The results of testing the third hypothesis are as follows.

TABLE 4: Standardized regression weight of job satisfaction on employee performance.

Variable		Coef. Raw	CR	p-value	Information
Intervening	Endogenous				
Job Satisfaction (Y1)	Employee Performance (Y2)	0.39	5.489	0,000	Significant

Source: Primary data processed, 2023

According to the table 4 above, there is a 0.39 regression coefficient between the work satisfaction variable and employee performance, a 5.489 critical ratio (CR), and a 0.000 p-value (less than 0.05). This demonstrates how employee performance is positively and significantly impacted by job happiness. Because of the statistical analysis, Hypothesis 3, which claims that job happiness has a positive and significant impact on employee performance, has been put to the test.

By analyzing the effects of competency, work environment, and organizational culture on job satisfaction, this study investigates the indirect effects of these factors on employee performance. A comparison is made between the direct influence and the overall influence value. The results show that employee performance is directly impacted by competence by 0.43. Furthermore, the overall effect is 0.56 when assessing the impact of competence on worker performance as measured by job satisfaction. Studies have indicated that job happiness is a moderating factor in the relationship between employee performance and competence. With a value of 0.22, the data show a considerable association between employee performance and the work environment. Furthermore, the study found little evidence of a relationship between the work environment and employee performance, particularly when it came to job satisfaction.

The findings indicate a clear and direct correlation between corporate culture and employee performance, with a coefficient of -0.15, suggesting a negative relationship. Moreover, the collective influence of company culture on employee performance, as influenced by job satisfaction, is -0.09. Therefore, one could conclude that work pleasure had a role in mediating the connection between business culture and employee performance. The current study has investigated hypothesis 4, which suggests that employee performance is impacted by competence, work environment, and organizational culture through job satisfaction, using the collected data.

The statistical analysis of the fourth hypothesis, which examines the impact of competence, work environment, and organizational culture on employee performance through job satisfaction, revealed that the indirect influence value is more significant than the direct influence value. This finding is presented and explained in the table 5 below:

TABLE 5: Impact results competence, work environment, and organizational culture on employee performance through job satisfaction.

Variable	Direct Influence	Indirect Influence	Total Influence
Competency (X ₁) on Employee Performance (Y ₂) through Job Satisfaction (Y ₁)	0.43	0.34 X 0.39 = 0.13	0.56
Work Environment (X ₂) on Employee Performance (Y ₂) through Job Satisfaction (Y ₁)	0.22	0.33 X 0.39 = 0.12	0.34
Organizational Culture (X ₃) on Employee Performance (Y ₂) through Job Satisfaction (Y ₁)	-0.15	0.17 X 0.39 = 0.06	-0.09

Source: Primary data processed, 2023

The table displays the regression coefficient of 0.34, which represents the link between work happiness and the competency variable. The previously mentioned coefficient is accompanied by a critical ratio (CR) of 3.414 and a p-value of 0.000, both of which are less than the standard threshold for significance of 0.05. The statistical research shows that job happiness and competency are considerably and positively associated. The association between employment happiness and the work environment variable is defined by a p-value of 0.000 (less than the preset significance threshold of 0.05), a critical ratio (CR) of 3.339, and a regression coefficient of 0.33. The findings of this study show a favorable and statistically significant relationship between job satisfaction and the work environment.

The regression coefficient corresponding to the company culture variable, which exhibits a correlation with job satisfaction, is -0.15. The significance level of the coefficient under consideration is 0.05, as evidenced by its p-value of 0.024 and critical ratio (CR) of 2.261. A positive and statistically significant correlation exists between organizational culture and employee satisfaction, according to the study. On the other hand, no significant effect of organizational culture on performance was identified. An employee is a contractual individual who executes labor on behalf of an organization. The regression coefficient hypothesized to regulate the relationship between job satisfaction and accomplishment is 0.39. Based on the critical ratio (CR) of 5.489 and a p-value of 0.000, this coefficient is deemed statistically significant at the 0.05 level. This finding suggests that there is a strong and statistically significant association between employee satisfaction and output.

Job satisfaction enables competence to exert a greater influence on employee performance than the work environment and company culture, as shown in the table above. The study's findings indicate that job satisfaction has a greater influence on the relationship between competence and performance, as indicated by its value of 0.56, in contrast to the 0.43 for the direct effect. The coefficients of -0.09 (greater than -0.15) and 0.34 (greater than 0.22) indicate that job satisfaction moderates the relationship between organizational culture, work environment, and employee success. The findings of this study indicate that job satisfaction may serve as a mechanism through which factors such as competency, work environment, and company culture influence employee job performance.

4.2. Discussion

4.2.1. The influence of competency on employee performance

Competency refers to an individual's capacity and proficiency in completing tasks, encompassing goals, self-concept, knowledge, and expertise. It is characterized by important qualities that empower employees to attain optimal outcomes. Performance can be enhanced by the level of quality and quantity that an individual accomplishes while fulfilling their responsibilities. The findings of this investigation corroborate the prior research carried out by [4]. The study conducted in [29] demonstrates a notable correlation between competence and performance.

Competency refers to an individual's capacity and expertise to successfully accomplish tasks, possessing key attributes that empower personnel to attain the best possible outcomes. To enhance the performance of hotel employees, it is important to focus

on several key factors: the adherence to hotel standards and the quality of work performed, the quantity of tasks completed within a given timeframe, the accuracy of task completion within specified time limits, and the ability to effectively and efficiently achieve goals and desired outcomes.

The strong motivation that propels hotel employees to accomplish company objectives, the self-awareness of employees that shapes their interactions with guests and colleagues, the comprehensive understanding and expertise of hotel employees regarding their duties, responsibilities, and operational procedures, and the exceptional proficiency of hotel employees in executing their tasks with efficiency can enhance performance, leading to the attainment of high-quality and high-quantity outcomes based on assigned responsibilities.

The strong motivation that drives hotel employees to achieve company goals, the level of understanding employees have about themselves, which influences the way they interact with guests and co-workers, the level of understanding and knowledge they have about their duties and responsibilities by hotel operational aspects and procedures, and the high the ability of hotel employees to carry out tasks well and efficiently can improve the quality of work of hotel employees in carrying out work well and by the standards set by the hotel, the quantity of work or tasks that hotel employees have completed within a specific time, the accuracy of hotel employees in completing tasks within predetermined time limits, and the ability of hotel employees to achieve goals and results effectively and efficiently.

4.2.2. The influence of the work environment on employee performance

The work environment comprises a multitude of elements, including but not limited to physical comfort, leadership support, and job security. These variables have the potential to exert a substantial influence on an individual's performance, thereby affecting both the quantity and quality of work they accomplish. The results of this research offer additional substantiation consistent with previous inquiries conducted by [6] and [5], which indicate a significant association between the organizational setting and employee performance.

The employee's work environment conditions encompass the physical comfort, support from leadership, and job security. These factors contribute to the quality of work exhibited by hotel employees, as they adhere to the hotel's standards. Additionally, the quantity of work completed by hotel employees within a given timeframe, the accuracy with which tasks are accomplished within set deadlines, and the ability to effectively

and efficiently achieve goals and produce desired outcomes are also crucial aspects of their performance.

The comfort of the physical environment in the hotel work area that employees can feel, the amount of leadership support for subordinates, which includes guidance and welfare on duty, and the high level of work protection and security efforts designed to protect employees from various risks creating performance as a result of the quality and quantity achieved a person in carrying out his duties based on the responsibilities given to him.

The comfort of the physical environment in the hotel work area that employees can feel, the amount of leadership support for subordinates, which includes guidance and welfare on duty, and the high level of work protection and security efforts designed to protect employees from various risks create the quality of work of hotel employees in carrying out work efficiently. Good and by the standards set by the hotel, the quantity of work or tasks that hotel employees have completed within a specific time, the accuracy of hotel employees in completing tasks within the specified time limit, and the ability of hotel employees to achieve goals and results in an effective manner and efficient.

4.2.3. The influence of organizational culture on employee performance

Culture, which includes values, principles, habits and attitudes that influence how hotel employees act within it, cannot create performance due to the quality or quantity achieved by someone in carrying out their duties based on their responsibilities. This research's results differ from those of previous research conducted by [7] and [30], which shows a significant influence between organizational culture and performance.

Culture, which includes values, principles, habits and attitudes that influence how hotel employees act within it, cannot improve the quality of work of hotel employees carrying out work well and by the standards set by the hotel, the quantity of work or tasks that hotel employees have completed in time specific, the accuracy of hotel employees in completing tasks within predetermined time limits, and the ability of hotel employees to achieve goals and results effectively and efficiently.

The extent to which hotel employees are actively and emotionally involved in completing assigned tasks, the high level of stability or uniformity of employees in behaving and acting in the work environment, the responsiveness of employees to adapt in the company to changes in the environment or specific conditions, and the readiness of the processes that must be passed by Hotel management to achieve the company's main goals does not have a significant effect on performance as a result of the quality

or quantity achieved by a person in carrying out his duties based on the responsibilities given to him.

The extent to which hotel employees are actively and emotionally involved in completing the assigned tasks, the high level of stability or uniformity of employees in behaving and acting in the work environment, the responsiveness of employees to adapt in the company to changes in the environment or specific conditions, and the readiness of the processes that must be passed by Hotel management to achieve the company's main goals does not significantly influence the quality of work of hotel employees in carrying out work well and by the standards set by the hotel, the quantity of work or tasks that hotel employees have completed within a specific time, the accuracy of hotel employees in completing tasks within limits: specified time and the ability of hotel employees to achieve goals and results effectively and efficiently.

4.2.4. The effect of job satisfaction on employee performance

Job satisfaction is defined as the affective condition of an employee that results from the congruence between the remuneration offered by the organization and the remuneration that the employee desires. This alignment may impact an individual's performance positively, as it is determined by the quantity and quality of work completed in the course of their allotted duties. The results of this investigation align with those of prior research [3] and [20], which similarly establish a significant correlation between employee job satisfaction and job performance.

The effectiveness of the main activities carried out by employees to achieve company goals and obtain results in the form of wages from doing the work, the number of financial rewards or compensation given to employees in return for the services or work they do, the number of systematic efforts to encourage and improve results in work, the opportunities given to hotel employees to move up to a higher position or level in the company organization, and the cohesiveness of a group of people who work together to achieve the goals and tasks set by the hotel can create the quality of work of hotel employees in doing their jobs well and by the standards set by the hotel, the quantity of work or tasks that hotel employees have completed within a specific time, the accuracy of hotel employees in completing tasks within the specified time limits, and the ability of hotel employees to achieve goals and results effectively and efficiently.

4.2.5. The influence of competency on job satisfaction

Competency is the capacity and proficiency of an individual to perform tasks successfully; it includes elements such as objectives, self-perception, knowledge, and expertise. It is distinguished by critical qualities that enable personnel to achieve optimal results. An environment in which an employee's desired level of compensation corresponds with the perceived value of their salary to the organization can promote job satisfaction. The results of this investigation substantiate the conclusions drawn in prior research [9] and [8], which established a significant correlation between job satisfaction and competence.

Competency is a person's ability and skills to complete tasks with essential characteristics that enable employees to achieve optimal results, can encourage the effectiveness of the main activities carried out by employees to achieve company goals and obtain results in the form of wages from doing the work, the amount of reward or financial compensation given to employees in return for the services or work they do, the amount of systematic effort to encourage and improve results in work, the opportunities given to hotel employees to move up to higher positions or levels in the company organization, and the cohesiveness of the group of people who work together to achieve the goals and tasks set by the hotel.

The strong motivation that drives hotel employees to achieve company goals, the level of understanding employees have about themselves, which influences the way they interact with guests and colleagues, the level of understanding and knowledge possessed by hotel employees about their duties and responsibilities by operational aspects and procedures hotels, and the high ability of hotel employees to carry out tasks well and efficiently can stimulate job satisfaction as an employee's emotional situation where the meeting point is between the value of the employee's remuneration for the company and the value of the remuneration that the employee wants.

The strong motivation that drives hotel employees to achieve company goals, the level of understanding employees have about themselves, which influences the way they interact with guests and co-workers, the level of understanding and knowledge they have about their duties and responsibilities by hotel operational aspects and procedures, and the high The ability of hotel employees to carry out tasks well and efficiently can increase the effectiveness of the main activities carried out by employees to achieve company goals and get results in the form of wages from doing this work, the amount of financial rewards or compensation given to employees in return for the services or work they do. , the amount of systematic effort to encourage and improve results in work, opportunities given to hotel employees to advance to higher positions

or levels in the company organization, and the cohesiveness of a group of people who work together to achieve the goals and tasks set by the hotel.

4.2.6. The influence of the work environment on job satisfaction

Job satisfaction can result from employee work environment conditions, such as physical environment comfort, leadership support, and job security. It is the emotional state of an employee that occurs when the value of the remuneration received by the employee for the company and the value desired by the employee coincide. This research validates the findings of prior investigations [25] and [31], which demonstrate a substantial correlation between job satisfaction and the work environment.

The conditions of the employee's work environment, including the comfort of the physical environment, leadership support and job security, can create the effectiveness of the main activities carried out by employees to achieve company goals and obtain results in the form of wages from doing the work, the amount of reward or financial compensation given to employees in return for services. Alternatively, the work they do, the amount of systematic effort to encourage and improve results in work, the opportunities given to hotel employees to advance to higher positions or levels in the company organization, and the cohesiveness of a group of people who work together to achieve goals and tasks which the hotel has determined.

The comfort of the physical environment in the hotel work area that employees can feel, the amount of leadership support for subordinates, which includes guidance and welfare on duty, and the high level of work protection and security efforts designed to protect employees from various risks create job satisfaction as an emotional situation for employees where the point The meeting between the value of employee compensation for the company and the value of the compensation that the employee wants.

The comfort of the physical environment in the hotel work area that employees can feel, the amount of leadership support for subordinates, which includes guidance and welfare on duty, and the high level of work protection and security efforts designed to protect employees from various risks create the effectiveness of the main activities carried out by employees to achieve company goals and getting results in the form of wages from doing the work, the number of financial rewards or compensation given to employees in return for the services or work they do, the number of systematic efforts to encourage and improve results in work, the opportunities given to hotel employees to rise to a higher position or level in the company's organization, and the cohesiveness of a group of people who work together to achieve the goals and tasks set by the hotel.

4.2.7. The influence of organizational culture on job satisfaction

The conduct of hotel personnel is influenced by the values, principles, routines, and attitudes that comprise culture. Job satisfaction, defined as an affective condition arising from the congruence between the remuneration offered by the organization and the compensation sought by staff, may be facilitated by this. The results of this investigation demonstrate discrepancies. Previous research [23, 28] has established a significant association between organizational culture and employee satisfaction.

Culture, which includes values, principles, habits and attitudes that influence how hotel employees act within it, cannot increase the effectiveness of the main activities carried out by employees to achieve company goals and obtain results in the form of wages for doing the work, the amount of reward or financial compensation given to employees in return for the services or work they do, the amount of systematic effort to encourage and improve results in work, the opportunities given to hotel employees to move up to higher positions or levels in the company organization, and the cohesiveness of a group of people who work together to achieve the goals and tasks set by the hotel.

The extent to which hotel employees are actively and emotionally involved in completing assigned tasks, the high level of stability or uniformity of employees in behaving and acting in the work environment, the responsiveness of employees to adapt in the company to changes in the environment or specific conditions, and the readiness of the processes that must be passed by Hotel management to achieve the company's main goals can encourage job satisfaction as an employee's emotional situation where the meeting point is between the value of the employee's remuneration for the company and the value of the remuneration that the employee wants.

The extent to which hotel employees are actively and emotionally involved in completing assigned tasks, the high level of stability or uniformity of employees in behaving and acting in the work environment, the responsiveness of employees to adapt in the company to changes in the environment or specific conditions, and the readiness of the processes that must be passed by Hotel management to achieve the company's main goals can encourage the effectiveness of the main activities carried out by employees to achieve company goals and get results in the form of wages from doing this work, the number of financial rewards or compensation given to employees in return for the services or work they do, the amount of effort systematic way to encourage and improve results in work, opportunities given to hotel employees to advance to higher positions or levels in the company organization, and the cohesiveness of a group of people who work together to achieve the goals and tasks set by the hotel.

4.2.8. The influence of competency on employee performance through job satisfaction

Competency refers to a person's ability and skills to successfully complete tasks. It encompasses motives, self-concept, knowledge, and expertise. Competency is characterized by essential qualities that enable employees to achieve optimal results. It also serves as a motivating factor for performance, as it determines the quality and quantity of work carried out by individuals based on their responsibilities. Job satisfaction is determined by the alignment between an employee's desired salary and the actual worth of their compensation from the organization.

Competency is a person's ability and skills to complete tasks with the essential characteristics they have, which enable employees to achieve optimal results and can create quality work for hotel employees doing their work well and by the standards set by the hotel, the quantity of work or tasks that hotel employees have completed. Within a specific time, the accuracy of hotel employees in completing tasks within a predetermined time limit and the ability of hotel employees to achieve goals and results effectively and efficiently if driven by job satisfaction, which includes work, wages, work supervision, promotion opportunities, and co-workers which are defined as an employee's emotional situation where the meeting point is between the value of the employee's remuneration for the company and the value of the remuneration that the employee wants.

4.2.9. The influence of the work environment on employee performance through job satisfaction

The employee's work environment conditions, such as physical comfort, leadership support, and job security, can significantly impact their performance in terms of both quality and quantity of work. This is particularly true when the employee is driven by job satisfaction, which encompasses factors such as the nature of the work, wages, supervision, promotion opportunities, and relationships with co-workers. Job satisfaction refers to the emotional state of the employee, where their perceived value of compensation from the company aligns with their desired level of remuneration.

The employee's work environment conditions encompass various factors such as physical comfort, support from leadership, and job security. These factors contribute to enhancing the quality of work performed by hotel employees, ensuring adherence to hotel standards. Additionally, the conditions influence the quantity of work completed within a specific timeframe, the accuracy of task completion, and the ability to achieve

goals efficiently. Job satisfaction, including factors such as work, wages, supervision, promotion opportunities, and relationships with co-workers, plays a crucial role in driving employee motivation. It represents the emotional state of employees, where their perceived value of compensation aligns with their desired remuneration.

4.2.10. The influence of organizational culture on employee performance through job satisfaction

The impact of culture on the performance of hotel employees is not primarily determined by the level of quality or quantity they achieve in fulfilling their assigned responsibilities. Rather, culture is more likely to be influential when it is motivated by employee satisfaction. Culture encompasses values, principles, habits, and attitudes that shape the behavior of hotel employees within the organization. Work can be understood as the emotional state experienced by an employee, wherein the convergence occurs between the perceived worth of the employee's compensation to the organization and the desired value of compensation from the individual's perspective.

Culture, which includes values, principles, habits and attitudes that influence how hotel employees act within it, cannot directly improve the quality of work of hotel employees in carrying out work well and by the standards set by the hotel, the quantity of work or tasks that hotel employees have completed. Within a specific time, the accuracy of hotel employees in completing tasks within a predetermined time limit and the ability of hotel employees to achieve goals and results effectively and efficiently can be created if driven by job satisfaction as an employee's emotional situation where the meeting point between the value of employee remuneration for the company and the value of remuneration that employees want.

5. Conclusions

This study demonstrates and concludes that competence, encompassing motives, self-concept, knowledge, and expertise, refers to an individual's capacity and proficiency in accomplishing tasks, characterized by essential attributes that facilitate employees, as well as the conditions of their work environment, such as physical comfort, support from leadership, and job security. Performance can be attributed to the level of quality and quantity that an individual achieves in fulfilling their responsibilities and duties. This study also demonstrates that culture, encompassing values, beliefs, habits, and attitudes that shape the behavior of hotel employees, does not possess the capability to generate

performance in terms of the level of quality or quantity attained by individuals in fulfilling their job tasks.

Various competencies, such as motives, self-concept, knowledge, and skills, along with favorable employee work environment conditions, including physical environmental comfort, leadership support, and job security, can enhance performance. This enhancement is reflected in the level of quality and quantity achieved by individuals in fulfilling their assigned responsibilities, particularly when accompanied by job satisfaction. In the context of hotel operations, it is important to consider the role of culture in shaping the behavior of employees. Culture encompasses a range of elements such as values, principles, habits, and attitudes, which collectively influence how individuals within the hotel organization conduct themselves. However, it is worth noting that culture alone does not directly determine the level of performance achieved by employees in terms of the quality or quantity of their work. Rather, the creation of a conducive culture can serve as a catalyst for encouraging and motivating employees to excel in their assigned responsibilities. Job satisfaction refers to the emotional state of an employee that arises from the perceived alignment between the compensation provided by the firm and the compensation desired by the employee.

This research is expected to contribute theoretically to the development of Management Science or disciplines regarding Performance Theory and other relevant topics in discussing human resource competence, work environment, application of organizational cultural values, and job satisfaction in supporting employee performance. Besides that, this research is expected to positively contribute to decision-making for hotel management related to improving performance through employee competence, work environment, organizational culture, and job satisfaction.

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