

UDC 331

## THE INFLUENCE OF COMPETENCE AND PERCEIVED ORGANIZATION SUPPORT TO EMPLOYEE SATISFACTION AND PERFORMANCE AT XXX HOTEL

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### ABSTRACT

Hotel XXX is a tourism accommodation company that aims to be a leader and professional by providing and maintaining highly reliable standards in all commerce. The purpose of this study is to analyze the impact of perceived organizational support on employee satisfaction and performance. The study hypothesis test using structural equation modeling (SEM) analysis techniques using SMARTPLS, the validity and reliability test using IBM SPSS Statistics 22, and the sample of this study were made by 66 people according to the decision method. Consists of respondents. All employees. The results are that (1) ability has a positive and significant impact on employee performance, (2) perceived organizational support (POS) has a positive and significant impact on employee performance, and (3). We have shown that ability has had a positive and significant impact on job satisfaction. (4) Recognized support organizations have a positive and significant impact on work satisfaction. (5) Work satisfaction has a significant positive impact on employee performance. (6) Work satisfaction partially conveys the impact of ability on employee performance. (7) Work satisfaction partially conveys the perceived impact of organizational support on employee performance.

### KEY WORDS

Ability, recognized organizational support, employee satisfaction, performance.

Development in the area of tourist accommodation such as hotels and restaurants in Bali is intensifying competition. In these situations, hotel and restaurant managers and staff must always work professionally to serve guests who come to achieve the company's goals. All established organizations usually have the goal of increasing the value of the company in order to achieve the maximum profit possible for the survival of the company. Human resources, in this case employees, are one of the factors of production that support all activities in the tourism and accommodation industry, especially the hotel industry. In their day-to-day activities, employees help the company achieve its goals: the achievement of the company's profits and the satisfaction of the guests, and establish a mutually beneficial relationship between the guests and the company. This opinion is supported by Vathanophas and Thai Ngam (2007), who argue that HR is essential element of business also employee competence with commitment determine company business-life. According to Wann Yih and Htaik (2011), the hotel industry has no vacation time. The industry is open 24 hours a day, 7 days a week, with heavy employee workload, low employment stability, limited training hours, and company service fees. In order to receive reasonable service fees, staff must perform well in both knowledge, skills and attitudes in servicing guests. To do this, hospitality industry managers need to understand the needs and wants of their subordinates and how their employees feel at work. In this way, employees will feel they are in good hands and they will continue to improve their performance.

Employee performance is individual because each employee has a different level of task performance performance. According to Wirawan (2009: 7), employee performance is an internal environmental factor of the organization, an external environment of the organization, an internal factor of the employee, and an employee. Employee internal factors are internal factors of the employee, which are innate factors from birth, and factors acquired by his growth. Innate factors such as talent, personal nature, and physical condition. Determinants include knowledge, skills, abilities, work experience, work motivation, and work

satisfaction. The higher the employee's internal factors, the higher the employee's performance is expected. Conversely, the lower the internal factors, the lower the employee performance. Pridarsanti (2013) states that internal employee factors are the more dominant factor influencing employee performance. Employee performance is also influenced by employee perceptions of support from the organization in which they work. Beheshtifar and Zare (2012) states that one of the most important factors influencing employee work behavior is the support they receive from the organization.

According to Risky et al (2018), job satisfaction is a pleasant and emotional attitude of loving one's work. Work satisfaction at work is the satisfaction of work achieved by maintaining work, placement, treatment, equipment, and a good working environment. External job satisfaction is the job satisfaction of an employee who enjoys an external job with the amount of compensation received from the results of the job, and he can purchase his needs.

## LITERATURE REVIEW

Theory of Justice (Equity Theory) is a principle advanced via way of means of Stacy Adam in (Robbins & Judge, 2018) which states that people understand the shape of injustice they obtain via way of means of evaluating the connection among the inputs furnished via way of means of the agency and the consequences of the inputs acquired, in which the contrast is made to different human beings withinside the agency. out of doors and in the agency. An worker will display his mind-set toward the injustice he acquired withinside the administrative center and try and take away the injustice.

Performance is a wellknown time period used for component or all the moves or sports of an agency in a duration as regards to some of standards. According to Rivai (2011: 548) overall performance is a actual conduct this is displayed via way of means of absolutely each person as paintings overall performance produced via way of means of personnel in step with their position withinside the enterprise. Employee overall performance is a totally crucial aspect withinside the enterprise's efforts to attain its goals. Mangkunegara (2006:9) says that overall performance is the end result of labor in first-class and amount completed via way of means of someone in wearing out his features according with the duties given to him.

Job pride is an emotional nation this is advantageous that is the end result of comparing one's paintings experience. Job dissatisfaction arises while one's expectancies can not be met (Mathis and Jackson, 2006:121). In Hulawa (2014), process pride is a wellknown mind-set toward one's process, which suggests the distinction among the range of awards people obtain and the quantity they consider they must obtain. Meanwhile, in step with Luthans (2006:243), process pride is the end result of personnel' perceptions of ways properly their paintings offers matters which might be taken into consideration crucial. Job pride is a satisfied emotional nation or advantageous emotion that comes from comparing someone's process or paintings experience.

David McClelland in Rivai (2011:299) defines competence as a essential function possessed via way of means of someone that has a right away impact on, or can predict, first-rate overall performance. In different words, competence is what exceptional performers do greater regularly in greater conditions with higher consequences than common performers do. According to Dessler (2009:70) competence is a function of someone who may be shown, which incorporates knowledge, abilities and conduct, that may produce overall performance and fulfillment.

According to Eisenberger and Rhoades (2002), the notion of organizational aid refers back to the worker's notion of the volume to which the agency values their contribution and cares approximately their welfare. If personnel understand that the organizational aid they obtain is high, then the worker will combine club as a member of the agency into their identification after which broaden a greater advantageous dating and notion of the agency. This opinion is likewise supported via way of means of Wahyu Ariani (2010) that the notion of organizational aid is encouraged via way of means of numerous factors of worker remedy via way of means of the enterprise, therefore affecting the worker's interpretation of the

organizational reasons that layout the remedy, and the notion of organizational aid can support the expectancies of worker fulfillment withinside the enterprise in order that it is able to growth worker overall performance. efforts to fulfill enterprise goals.

Several research on worker overall performance, process pride, competence and perceived organizational aid had been performed. Latif and Nasser (2012) nation that someone's process suitability is definitely associated with process pride and overall performance. Agreeing with that, Khan, et al (2012) additionally said that the character of the paintings according with the skills of the personnel is one of the elements that have an effect on process pride and overall performance. And a number of the consequences of studies performed via way of means of Tahir Iqbal, et al (2012), Sudibya, et al (2012), Wardani (2011), additionally nation that competence has a great impact on process pride.

Beheshtifar and Zare (2012) nation that managers have to discover elements that affect worker attitudes at paintings, the maximum crucial of which is understanding how personnel sense at paintings to attain enterprise goals. Eisenberger and Rhoades (2002) nation that the notion of organizational aid is the worker's notion of the diploma of organizational problem for the life of personnel and appreciation for worker contributions to the enterprise. Several research performed via way of means of Allen, et al (2003), Pack (2006), Osman, et al (2010) and Jawahar and Hemmasi (2006) said that the notion of organizational aid (POS) definitely and drastically influences worker process pride.

Several research had been performed concerning the impact of labor competence on worker overall performance and feature now no longer furnished regular consequences. Research performed via way of means of Khalil, et al (2008) which examines the impact of competence, organizational dedication and overall performance in Yemen states that there may be a advantageous dating among competence and worker overall performance. This opinion is likewise supported via way of means of June and Mahmood (2011), Widyatmini and Hakim (2008), and Hartati (2005) mentioning that paintings competence has a advantageous impact on overall performance. Meanwhile, studies performed via way of means of Haileslasie (2009) states that worker paintings competence has no great impact on worker overall performance. Research performed via way of means of Miao and Kim (2010) and Mallisa (2009) said that the notion of organizational aid (POS) had a advantageous impact on worker overall performance even as in accordance to analyze performed via way of means of Wann-Yih and Htaik (201 1) said that the notion of organizational aid (POS) no great impact on worker overall performance. Al-Ahmadi (2009) and Zhang & Zheng (2009) nation that process pride has a great impact on worker overall performance, even as studies performed via way of means of Chen (2007), Packard and Motowidlo (2007) and Crossman and Zaki (2003) states that process pride no great impact on worker overall performance:

- H1. Competence has a advantageous and great impact on worker overall performance;
- H2. Perception of organizational aid (POS) has a advantageous and great impact on worker overall performance;
- H3. Competence has a advantageous and great impact on process pride;
- H3. Competence has a advantageous and great impact on process pride;
- H5. Job pride has a advantageous and great impact on worker overall performance;
- H6. Job pride mediates the impact of competence on worker overall performance;
- H7. Job pride mediates the impact of Perceived Organizational Support on worker overall performance.

## METHODS OF RESEARCH

The survey site was conducted at Hotel XXX with a population of 66 using the saturated sample method. The primary data source was obtained directly through the questionnaire. Secondary data from HRD. The questionnaire was edited with the number of questionnaires, ability variable (X1), perceived organizational support variable (X2), job satisfaction variable (Y1), and performance variable (Y2). Research equipment was tested

for validity and reliability before all data were collected and evaluated. Test results show a value greater than 0.361 and are declared valid, and Cronbach's alpha is greater than 0.6 and are declared reliable. All data collected was analyzed using PLS analysis techniques.

Table 1 – Characteristics of Respondents

Variable	Classification	Number of people)	Percentage
Gender	Man	12	18.18%
	Woman	54	81.82%
Amount		66	100%
Status	Marry	35	53%
	Not married yet	31	47%
Amount		66	100%
Age (years)	25 Years	0	0%
	26 - 35 Years	29	44%
	36- 45 Years	18	27%
	> 45 Years	19	29%
Amount		66	100%
last education	senior High School	29	44%
	DIPLOMA	0	0%
	S1	31	47%
	S2	6	9%
Amount		66	100%

Source: Data Processed, 2022.

## RESULTS OF STUDY

Before analyzing, the empirical research model was tested first. The test results can be described as in Figure 1.

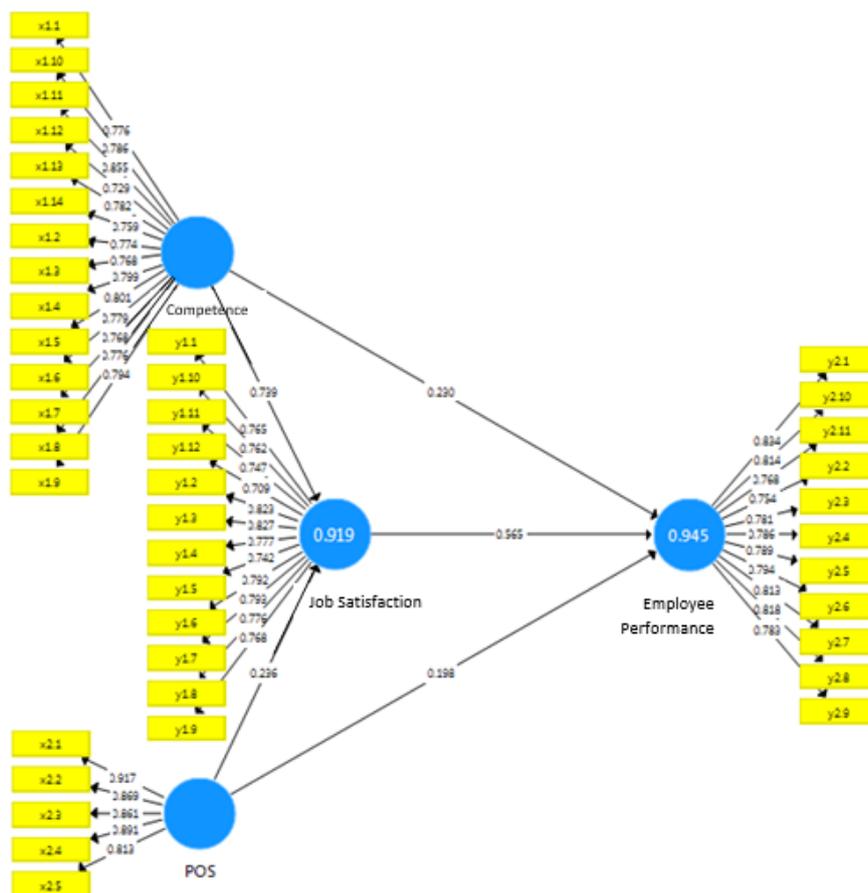


Figure 1 – Partial Least Square (PLS) Analysis Results

Table 2 – Convergent Validity Test Results

Construct/Variable	Indicator	Outer Loading
Competence (X1)	X1.1	0.776
	X1.2	0.774
	X1.3	0.768
	X1.4	0.799
	X1.5	0.855
	X1.6	0.779
	X1.7	0.768
	X1.8	0.776
	X1.9	0.794
	X1.10	0.786
	X1.11	0.801
	X1.12	0.729
	X1.13	0.782
	X1.14	0.759
Perception of Organizational Support (X2)	X2.1	0.917
	X2.2	0.869
	X2.3	0.861
	X2.4	0.891
	X2.5	0.813
Job Satisfaction (Y1)	Y1.1	0.765
	Y1.2	0.823
	Y1.3	0.827
	Y1.4	0.777
	Y1.5	0.742
	Y1.6	0.792
	Y1.7	0.793
	Y1.8	0.776
	Y1.9	0.768
	Y1.10	0.762
	Y1.11	0.747
	Y1.12	0.709
Performance (Y2)	Y2.1	0.834
	Y2.2	0.754
	Y2.3	0.781
	Y2.4	0.786
	Y2.5	0.789
	Y2.6	0.794
	Y2.7	0.813
	Y2.8	0.818
	Y2.9	0.783
	Y2.10	0.814
	Y2.11	0.768

Sources: Data Processed, 2022.

The test results in Table 1 show that all outer loadings have a value greater than 0.5. So that this measurement can be concluded to have met the requirements of convergent validity.

Table 3 – Discriminant Validity Test Results

Construct/ Variable	Indicator	AVE
Competence	X1	0.612
Organizational Support Perception	X2	0.759
Job satisfaction	Y1	0.599
Employee performance	Y2	0.631

Sources: Data Processed, 2022.

Quoted from Table 3, "AVE value in the research variable has a value above 0.5, so this measurement can be concluded to meet the requirements of discriminant validity measurement".

Table 4 – Composite Reliability Test Results

Construct/ Variable	Indicator	Composite Reliability
Competence	X1	0.957
Organizational Support Perception	X2	0.940
Job satisfaction	Y1	0.947
Employee performance	Y2	0.949

Sources: Data Processed, 2022.

Based on Table 4 , "composite reliability test show good results because all of the latent variables are reliable because they have a composite reliability value greater than 0.7. This shows that all indicators are measuring tools for their respective constructs".

Table 5 – R<sup>2</sup> value of Endogenous Variables

Endogenous Variables	R-Square
Job satisfaction	0.919
Employee performance	0.945

Sources: Data Processed, 2022.

Predictive value – relevance is obtained by the formula:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2) = 0.995545$$

The results above show, "the predictive - relevance value of 0.995, this value > 0. So it can be interpreted that 99.55% of the variation in the variables is explained by the variables used in the model. The remaining 0.45% is explained by other factors outside the model. With these results, it is concluded that this model has relevant predictive value".

Table 6 – Hypothesis Testing Results with Partial Least Square

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Competence -> Job Satisfaction	0.739	0.737	0.082	9.041	0.000
POS -> Job Satisfaction	0.236	0.235	0.085	2,767	0.006
Competence -> Performance	0.230	0.228	0.087	2,634	0.009
POS -> Performance	0.198	0.193	0.092	2.145	0.032
Job Satisfaction -> Performance	0.565	0.571	0.107	5.260	0.000

Sources: Data Processed, 2022.

### Ability directly affects performance

It is based on the results of a path factor analysis of the direct impact of competencies on performance when the original sample value is 0.230 and the P value is 0.009. The values in the original sample show that there is a positive correlation between capacity and performance. A PValues value of 0.009, less than 0.05 (0.009 <0.05), indicates that capability has a significant impact on performance. Therefore, the hypothesis H3 that ability has a positive and significant positive impact on performance is accepted.

### Recognized organizational support directly impacts performance

The original sample values of 0.198 and P-values of 0.032 are based on the results of a path factor analysis where the perceived organizational support directly affects performance. The values in the original sample show that there is a positive correlation between perceived organizational support and performance. A value of 0.032 below 0.05, a P-value (0.032 <0.05), indicates that the perception of organizational support has a significant impact on performance. It accepts Hypothesis H4 that recognition of organizational support has a positive and significant impact on performance.

**Direct impact of ability on job satisfaction**

Due to job satisfaction, the original sample received a value of 0.739 and a P-value of 0.000. The values in the original sample show that there is a positive correlation between ability and job satisfaction. A P-value of 0.000, which is less than 0.05 ( $0.000 < 0.05$ ), indicates that ability has a significant impact on job satisfaction. Therefore, the hypothesis H1 that ability has a positive and significant impact on job satisfaction should be welcomed.

**The direct impact of perceived organizational support on job satisfaction**

Based on the results of a path factor analysis where the perceived organizational support directly affects job satisfaction, the original sample value is 0.236 and the P value is 0.006. The values in the original sample show that there is a positive correlation between perceived organizational support and job satisfaction. A P-value of 0.006, which is less than 0.05 ( $0.006 < 0.05$ ), indicates that awareness of organizational support has a significant impact on job satisfaction. It accepts the H2 hypothesis that awareness of organizational support has a positive and significant impact on job satisfaction.

**Work satisfaction directly affects performance**

It is based on an analysis of the path coefficients for the direct impact of work satisfaction on performance when the original sample value is 0.565 and the P value is 0.000. The values in the original sample show that there is a positive correlation between job satisfaction and performance. A P-values value of 0.000, which is less than 0.05 ( $0.000 < 0.05$ ), indicates that work satisfaction has a significant impact on performance. Therefore, the hypothesis H5 that work satisfaction is positive and has a significant impact on performance is accepted.

Table 7 – Results of Indirect Influence Testing with *Partial Least Square*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
_Job Satisfaction -> Performance					
Competence -> _Job Satisfaction					
Competence -> Performance	0.417	0.422	0.099	4.234	0.000
POS -> _Job Satisfaction					
POS -> Performance	0.133	0.132	0.052	2,568	0.011

Sources: Data Processed, 2022.

**Indirect impact of ability on performance through work satisfaction**

The original sample has a value of 0.417, a P-value of 0.000, and a statistic of 4.234, based on the results of a path factor analysis of the indirect impact of ability on performance through job satisfaction. Since the p-value is  $< 1.96$  ( $4.234 > 1.96$ ), we can conclude that job satisfaction can convey the impact of ability on employee performance. Therefore, Hypothesis H6, which states that job satisfaction mediates the impact of employee performance on ability, is accepted.

**Indirect impact of perceived organizational support on performance through work satisfaction**

Based on the results of a path factor analysis of the indirect impact of perceived organizational support on performance through job satisfaction, the original sample value is 0.133, the P value is 0.011, and the statistic is 2.568. Based on the p-value  $1.96$  ( $2.568 > 1.96$ ), it can be concluded that job satisfaction can convey the effect of the perception of organizational support on employee performance. Therefore, hypothesis H7 is accepted. This shows that job satisfaction mediates the effect of perceived organizational support on employee performance.

**Job satisfaction mediates the effect of competence on employee performance**

The value of the direct influence of the competence variable on employee performance is 0.230.

$$\begin{aligned}
 P_1 &= \text{competence} \rightarrow \text{job satisfaction} = 0.739 \\
 P_2 &= \text{job satisfaction} \rightarrow \text{employee performance} = 0.565 \\
 Se_1 &= 0.082 \\
 Se_2 &= 0.107
 \end{aligned}$$

Indirect coefficient:

$$\begin{aligned}
 P_{12} &= P_1 \cdot P_2 \\
 P_{12} &= (0.739) \cdot (0.565) \\
 P_{12} &= 0.417535
 \end{aligned}$$

The indirect standard error:

$$Se_{12} = \sqrt{P_1^2 Se_2^2 + P_2^2 Se_1^2 + Se_1^2 Se_2^2} = 0.0860459627$$

Thus the t test can be obtained as follows:

$$t = \frac{P_{12}}{Se_{12}} = \frac{0.415722}{0.0848849451} = 4.8524647398$$

The t value is 4,8524647398 , the value is greater than 1.96 which means that the mediation parameter is significant. Then the job satisfaction model mediates the effect of competence on employee performance is acceptable. Thus, Hypothesis 6 (H 6) which states that job satisfaction mediates the effect of competence on employee performance is proven.

**Job satisfaction mediates the effect of perceived organizational support on employee performance**

The value of the direct influence of the perceived organizational support on employee performance is 0.198:

$$\begin{aligned}
 P_1 &= \text{perceived organizational support} \rightarrow \text{job satisfaction} = 0.336 \\
 P_2 &= \text{job satisfaction} \rightarrow \text{employee performance} = 0.565 \\
 Se_1 &= 0.085 \\
 Se_2 &= 0.107
 \end{aligned}$$

Indirect coefficient:

$$\begin{aligned}
 P_{12} &= P_1 \cdot P_2 \\
 P_{12} &= (0.336) \cdot (0.565) \\
 P_{12} &= 0.18984
 \end{aligned}$$

The indirect standard error:

$$Se_{12} = \sqrt{P_1^2 Se_2^2 + P_2^2 Se_1^2 + Se_1^2 Se_2^2} = 0.0674774007$$

Thus the t test can be obtained as follows:

$$t = \frac{P_{12}}{Se_{12}} = \frac{0.18984}{0.0674774007} = 2.8133863787$$

The t value is 2.8133863787, the value is greater than 1.96 which means that the mediation parameter is significant. So the job satisfaction model mediates the effect of

perceived organizational support on employee performance acceptable. Thus Hypothesis 7 (H -7) that mention job satisfaction mediates the effect of the perception of organizational support on employee performance is proven.

### Implications

The results of this study show that ability has a positive and significant impact on job satisfaction and employee performance, and perceived organizational support (POS) has a positive impact on job satisfaction and employee performance. Impact and show that job satisfaction has a positive and significant impact on employee performance. Based on these findings, the results of this study enriched the development of human resource management science, especially in relation to organizational behavior, and perceived organizational satisfaction and ability for work satisfaction and employee performance. Other empirical studies on the impact of aid (POS) can be supported.

### CONCLUSION

Based on the results of the discussions in the previous chapters, the following conclusions can be drawn: 1) The Competency has a significant positive impact on employee performance. In other words, the higher the employee's ability level, the better the employee's performance. 2) Awareness of organizational support has a positive and significant impact on employee performance. This means better performance for employees who feel the support of their organization / workplace. 3) Ability has a positive and significant impact on work satisfaction. In other words, the more competent an employee is, the more satisfied the employee is with the job. 4) A wareness of organizational support has a positive and significant impact on work satisfaction. This means that the more the employee is aware of the level of support from the organization / workplace, the higher the employee's job satisfaction. 5) Work satisfaction has a positive and significant impact on employee performance. In other words, the more satisfied an employee's work is , the better the employee's performance. 6) Work satisfaction partially conveys the impact of ability on employee performance. This means that competencies have a direct impact on performance, and competencies have an indirect impact on employee performance through job satisfaction. 7) Work satisfaction partially conveys the effect of perceived organizational support on employee performance. This means that organizational support has a direct impact on performance, and organizational support has an indirect impact on employee performance through job satisfaction.

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