



Hotel Employee Performance Review: The Effect of Job Satisfaction, Competence and Motivation

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ABSTRACT

Companies must always foster employee motivation through the fulfillment of the basic physiological needs of employees, security, social needs, esteem and opportunities for self-actualization. This study aims to prove the effects of competence and motivation on job satisfaction and their impact on employee performance at Sahid Jaya Solo Hotel. This research is included in quantitative research using SPSS 16 and research design using associative approach. The associative approach was carried out with the aim of finding the effect of compensation and work environment on performance mediated by work motivation. . Collecting data using research instruments, data analysis is quantitative or statistical, with the aim of testing the established hypothesis. The place of this research is Sahid Jaya Hotel Solo, Jalan Gajah Mada No.82, Ketelan, Banjarsari, Surakarta City, Central Java 57132. This research was conducted for 6 months starting from May 2017 and is estimated to be completed in October 2017. The population that the author uses as the object of this research is the employees at Hotel Sahid Jaya Solo. The number of employees at Hotel Sahid Jaya Solo is 114 employees. The results show that there are positive significant effects of competence and motivation on job satisfaction and their impact on employee performance at Sahid Jaya Solo Hotel.

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1. Introduction

A phenomenon that often occurs when a company's resources have been running well will be disrupted directly or indirectly as a result of changes in employee behavior. One form of employee behavior is a decrease in job satisfaction which can ultimately lead to a decreased employee performance. Hotel Sahid Jaya Solo, based on preliminary interviews with personnel, information was obtained that the performance level of its employees has decreased from year to year so it is feared that this could disrupt productivity and hinder achievement of company goals. Hotel Sahid Jaya is suspected that there has been a decrease in employee performance because of frequent complaints from guests. Employees who have good performance and are loyal to the company will maximize their time to complete the number of products or targets set by the company, on the contrary if employee performance decreases, employees tend not to care about work results and company targets will not be achieved. The company's goals will be more easily achieved if it is supported by the existence of job satisfaction in employees.

Hotel Sahid Jaya Solo has observed that the level of employee job satisfaction has decreased, such as there are still employees who do not understand the standard operating procedure (SOP) in their job position. The tendency is that employees who have a higher level of education have better intellectual competence, emotional competence and social competence. Companies must always foster employee motivation through the fulfillment of the basic physiological needs of employees, security, social needs, esteem and opportunities for self-actualization.

2. Literature Review

2.1 Competence

Competence (Siswanto, 2001) is a basic characteristic of individuals who have a causal or causal relationship with criteria that are used as references, effectiveness, or superior performance at work, or in certain situations. Causal relationship means that competence can cause or be used to predict a person's (superior) performance. With the competency standards possessed, employees will be more confident in carrying out their duties and responsibilities. Wibowo states that the competence of an employee can increase the company's competitiveness and improve company performance. According to Spencer and Spencer (1993:34), they have looked at components of competence from aspects of the human dimension and interpersonal relationships, but have not yet produced a component of spiritual competence.

2.2 Motivation

Motivation comes from the Latin word *movere* which means encouragement or moving. Concretely, motivation can be defined as the process of giving a motive (driver) to work to subordinates in such a way that they want to work sincerely for the achievement of organizational goals efficiently (Sarwoto, 1979: 135). Mangkunegara (2005:101) suggests that there are 2 (two) techniques for motivating employees, namely: (1) Techniques for meeting employee needs and (2) Persuasive communication technique. One of the techniques to motivate employees' work is done by influencing employees extra logically. This technique is formulated with the term "AIDDAS" namely Attention (attention), Interest (interest), Desire (desire), Decision (decision), Action (action or action), and Satisfaction (satisfaction).

According to the expectancy theory proposed by Vroom in Handoko (1999) that "Motivation is the result of an outcome to be achieved by a person and the concerned estimate that his actions will lead to the results he wants. Human motivation which has been developed by Maslow through the explanation that motivation is triggered by human efforts to fulfill needs (Mathis and Jackson, 2001).

2.3 Job Satisfaction

The work environment is something that surrounds the workers which includes light, color, air, sound and music that affect them in carrying out their duties. According to The Liang Gie (2010) the work environment is all physical factors that together constitute a physical atmosphere that surrounds a workplace. A pleasant work situation can be formed if the nature and type of work to be done is in accordance with the needs and values of the employees. Gibson, Ivancevich, and Donnely (1996) in Sylvana (2002:4) suggest that job satisfaction is part of the motivational process. The satisfaction of organizational members can be related to their performance and work results as well as the rewards and punishments they receive. This means that an employee's assessment of his or her satisfaction or dissatisfaction with the job is a complex summation of a number of discrete (differentiated and separate) work elements.

Mangkunegara (2005: 120) suggests that there are 2 (two) factors that influence job satisfaction, namely the factors that exist in the employee and the work factor. These factors are intelligence (IQ), special skills, age, gender, physical condition, education, work experience, years of service, personality, emotions, ways of thinking, perceptions, and work attitudes. Mathis and Jackson (2009:243) provide a comprehensive definition of job satisfaction which includes cognitive, affective and evaluative reactions or attitudes and state that job satisfaction is a happy emotional state or positive emotion that comes from evaluating one's job or work experience.

Job satisfaction factors are taken based on the Job Descriptive Index, where there is a standard measurement of job satisfaction, which includes several factors, namely the work itself, quality and supervision of supervision, salary or wages, promotion opportunities, and co-workers. The Job Description Index is a widely used

measurement of job satisfaction. Research shows that the Job Description Index can provide a valid job satisfaction scale on a reliable scale (Dipboye, Robert, Smith, Howell, 1994:157).

2.4 Performance

Performance can be interpreted as an individual's success in doing his job. The measure of success of each employee depends on the function of his specific job in the form of activities over a certain period of time. In other words, the measure of performance success is based on applicable measures and adapted to the type of work (Umam, 2010: 186). Performance is the embodiment of ability in the form of real work. Performance is the result of work achieved by employees in carrying out tasks and work that comes from the organization (Priansa, 2014: 269). The factors that influence employee performance are individual variables, psychological variables, and organizational variables. Individual variables include abilities and skills both physically and mentally; background such as family social level and experience; demographics, regarding age, origin and gender. Organizational variables include resources, leadership, rewards, structure and job design.

2.5 Effects between Variables

2.5.1 The Effect of Competence on Job Satisfaction

Competence (Siswanto, 2001) is a basic characteristic of individuals who have a causal or causal relationship with criteria that are used as references, effectiveness, or superior performance at work, or in certain situations. In theory, it can be said that competence has a positive and significant effect on job satisfaction, this is supported by research conducted by Anak Agung Ngurah Bagus Dhermawan (2012). A pleasant work situation can be formed if the nature and type of work to be done is in accordance with the needs and values of the employees. The better the employee's competence, the more employee satisfaction will increase.

2.5.2 The Effect of Motivation on Job Satisfaction.

In theory it can be said that motivation has a positive and significant effect on job satisfaction, this is supported by research conducted by Rienly Gijoh (2013). The better the motivation obtained by employees, the better the level of employee satisfaction. According to the expectancy theory proposed by Vroom in Handoko, that "Motivation is the result of an outcome to be achieved by a person and the concerned estimate that his actions will lead to the results he wants". The better the motivation obtained by employees, the better the level of employee satisfaction.

2.5.3 The Effect of Competence on Employee Performance.

Competence according to Spencer (Moeheriono, 2009: 9) is a characteristic that underlies a person related to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal or causal relationship with criteria that are used as references, effective or excellent or superior performance at work or in other situations. certain. Performance can be interpreted as an individual's success in doing his job. Good job competence is having basic competencies (ability, knowledge and behavior) and good field competencies based on structural positions or employee functional positions. The better the employee's competence, the better the level of employee performance.

2.5.4 The Effect of Motivation on Employee Performance

In theory, it can be said that motivation has a positive and significant effect on employee performance, this is supported by research conducted by Rosalendo Eddy Nugroho (2017). Performance is the embodiment of ability in the form of real work. It is the result of work achieved by employees in carrying out tasks and work that comes from the organization. The better employee motivation, the better the level of employee performance.

2.5.5 The Effect of Job Satisfaction on Employee Performance

Mangkunegara (2005: 120) suggests that there are 2 (two) factors that influence job satisfaction, namely the factors that exist in the employee and the work factor. The satisfaction of organizational members can be related to their performance and work results as well as the rewards and punishments they receive. The factors that exist in employees are intelligence (IQ), special skills, age, gender, physical condition, education, work experience, years of service, personality, emotions, ways of thinking, perceptions, and work attitudes. In theory, it can be said that job satisfaction has a positive and significant effect on employee performance. This is supported by research conducted by Edhi Prasetyo who found that the better employee job satisfaction, the better the level of employee performance within an organization.

2.5.6 Hypothesis

There is a positive and significant relationship between the competence and motivation variables on employee job satisfaction so that it has an impact on increasing employee performance.

1. There is a positive and significant effect of competence on job satisfaction for employees of Hotel Sahid Jaya Solo.
2. There is a positive and significant effect of motivation on job satisfaction for employees of Hotel Sahid Jaya Solo.
3. There is a positive and significant effect of competence on employee performance at Hotel Sahid Jaya Solo employees.

4. There is a positive and significant effect of motivation on the performance of the employees of Hotel Sahid Jaya Solo.
5. There is a positive and significant effect of job satisfaction on employee performance at Hotel Sahid Jaya Solo.
6. Does competence have a positive and significant effect on job satisfaction and impact on employee performance at Hotel Sahid Jaya Solo?
7. Does motivation have a positive and significant effect on job satisfaction and impact on employee performance at Hotel Sahid Jaya Solo?

3. Method

This type of research is quantitative. According to Sugiyono (2009) quantitative method is a research method based on the philosophy of positivism, used to examine a particular population or sample. Collecting data using research instruments, data analysis is quantitative or statistical, with the aim of testing the established hypothesis. The place of this research is Sahid Jaya Hotel Solo, Jalan Gajah Mada No.82, Ketelan, Banjarsari, Surakarta City, Central Java 57132. This research was conducted for 6 months starting from May 2017 and is estimated to be completed in October 2017. The population that the author uses as the object of this research is the employees at Hotel Sahid Jaya Solo. The number of employees at Hotel Sahid Jaya Solo is 114 employees. Thus it can be seen the number of samples from the total number of employees of Hotel Sahid Jaya used in this study, amounting to 114 employees. Data collection techniques used in this study were observation, interviews, questionnaires, documentation and literature study. The research design chosen is path analysis with the aim of analyzing the causality (cause-and-effect) relationship directly and indirectly with the aim of finding the influence of competence and motivation with job satisfaction as a mediating variable, and how closely the level of influence is. This approach was chosen because the researcher wanted to collect information in the form of opinions from a number of people on a particular topic, namely employee performance in terms of competence, motivation and job satisfaction.

In this study there are four variables, namely: X1 Competence, X2 Motivation, Y1 Job satisfaction and Y2 Employee Performance.

4. Results

4.1 Research Variables

Descriptions of research variables include respondents' responses to research variables, namely competence, motivation, job satisfaction and employee performance.

4.1.1 Competence

The description of the respondents' responses to the competency variable at Hotel Sahid Jaya Solo is as follows.

Table 4.2.1
Respondents' Responses to Competency Variable

No	Statement	Response					Mean
		STS	TS	KS	S	SS	
		1	2	3	4	5	
a	Intellectual Competence						
1	Employees always try to achieve the best performance by setting work goals and using effective methods	0	0	16	40	58	4,37
2	Employees always implement measurable plans and ensure work success according to accurate information	0	0	2	38	74	4,63
3	Employees always act creatively, innovatively in completing a job	0	0	3	57	54	4,45
4	Employees always prioritize communication between departments in solving a problem.	0	0	0	36	78	4,68
5	Employees always analyze problems in detail and logically	0	0	0	54	60	4,53
6	Employees put forward the concept of the root of the problem in solving a problem.	0	0	2	36	76	4,65
7	Employees always complete work and actively develop themselves	0	0	2	31	81	4,69
8	Employees are active in conveying ideas in the process of equalizing perceptions	0	0	0	58	56	4,49

9	Employees are able to explain ideas / ideas and can be understood by all employees	0	0	0	50	64	4,56
Average		0	0	2,7	44,4	66,7	4,56
b	Emotional Competence						
10	Employees have the ability and willingness to understand the thoughts and feelings of other employees	0	0	1	44	69	4,60
11	Employees care about the concept of excellent service to guests	0	0	0	32	82	4,72
12	Employees are able to control their emotions when facing problems at work	0	0	0	34	80	4,70
13	Employees work confidently in accordance with their duties and responsibilities	0	0	0	29	85	4,75
14	Employees are easy and able to adapt to changes that exist in a professional manner	0	0	0	31	83	4,73
15	Employees work according to their responsibilities and are oriented to the company's vision and mission	0	0	0	29	89	4,78
Average		0	0	0,1	33,1	81,3	4,71
c	Dimensi Kompetensi Sosial						
16	Employees always try to convince and try to make others understand their ideas	0	0	0	23	91	4,80
17	Employees are always responsible for the authority of the position to internal and external parties of the hotel	0	0	0	22	92	4,81
18	Employees always build and maintain work networks to keep them warm and friendly	0	0	5	15	94	4,80
19	Employees provide positive feedback and opportunities to participate in others in completing work	0	0	0	23	91	4,80
20	Employees always receive direction from superiors in order to achieve company goals	0	0	0	30	84	4,74
21	Employees prioritize teamwork in completing a job	0	0	1	20	93	4,81
22	Employees are able to imitate and motivated leadership in a work group	0	0	0	25	89	4,78
Average		0	0	0,8	22,5	90,5	4,79
Variable Avergae		0	0	1,4	34,4	78,3	4,67

Processed primary data sources, 2020.

Information:

STS: Very disagree

TS: Disagree

KS: Less agree

S: Agree

SS: Very agree

In general, respondents' responses to the competence variable with an average variable of 4.67 with the majority of responses strongly agree. This shows that competencies that are in accordance with the expectations of an employee can encourage increased job satisfaction and have an impact on employee performance.

In general, respondents' responses to the dimensions of intellectual competence with an average dimension of 4.56 with the majority of responses agree. This shows that an employee with intellectual competence in accordance with expectations will increase job satisfaction and have an impact on increasing employee performance. The respondents' responses in detail to indicators of achievement, job security, initiative, mastery of information, analytical thinking, conceptual thinking, practical skills, linguistic abilities, and narrative abilities:

1. Respondents' responses to the first statement have an average value of 4.37 with the majority of responses agreeing. This shows that employees always try to achieve the best performance by setting work goals and using effective methods.
2. Respondents' responses to the second statement had an average value of 4.63 with the majority of responses strongly agreeing. This shows that employees always implement measurable plans and ensure work success according to accurate information.
3. Respondents' responses to the third statement have an average value of 4.45 with the majority of responses agreeing. This shows that employees always act creatively, innovatively in completing a job.
4. Respondents' responses to the fourth statement had an average value of 4.68 with the majority of responses strongly agreeing. This shows that employees always prioritize communication between departments in solving a problem.
5. Respondents' responses to the fifth statement have an average value of 4.53 with the majority of responses agreeing. This shows that employees always analyze problems in detail and logically.
6. Respondents' responses to the sixth statement had an average value of 4.65 with the majority of responses strongly agreeing. This shows that employees put forward the concept of the root of the problem in solving a problem.
7. Respondents' responses to the seventh statement have an average value of 4.69 with the majority of responses agreeing. This shows that employees always complete work and actively develop themselves.
8. Respondents' responses to the eighth statement had an average value of 4.49 with the majority of responses strongly agreeing. This shows that employees are active in conveying ideas in the process of equalizing perceptions.
9. Respondents' responses to the ninth statement had an average value of 4.56 with the majority of responses strongly agreeing. This shows that employees are able to explain ideas and are able to be understood by all employees.

In general, respondents' responses to the dimensions of emotional competence with an average dimension of 4.71 with the majority of responses agree. This shows that every employee needs emotional competence as a form of improving the quality of performance that can increase job satisfaction. The respondents' responses in detail to the indicators of sensitivity, concern, self-control, self-confidence, adaptability, and organizational commitment:

1. Respondents' responses to the tenth statement had an average value of 4.60 with the majority of responses strongly agreeing. This shows that employees have the ability and willingness to understand the thoughts and feelings of other employees.
2. Respondents' responses to the eleventh statement had an average value of 4.72 with the majority of responses strongly agreeing. This shows that employees care about the concept of excellent service to guests.
3. Respondents' responses to the tenth statement had an average value of 4.70 with the majority of responses strongly agreeing. This shows that employees are able to control their emotions when facing problems at work.
4. Respondents' responses to the thirteenth statement had an average value of 4.75 with the majority of responses strongly agreeing. This shows that employees work confidently in accordance with their duties and responsibilities.
5. Respondents' responses to the fourteenth statement had an average value of 4.73 with the majority of responses strongly agreeing. This shows that employees are easy and able to adapt to changes that exist in a professional manner.
6. Respondents' responses to the fifteenth statement had an average value of 4.78 with the majority of responses strongly agreeing. This shows that employees work according to their responsibilities and are oriented to the company's vision and mission.

In general, respondents' responses to the dimensions of social competence with an average dimension of 4.79 with the majority of responses agree. This shows that with the existence of social competence, every employee is able to work in a team with other colleagues in the office, with this condition it can improve employee performance. The respondents' responses in detail on indicators of influence and impact, organizational awareness, building working relationships, developing other people, directing subordinates, team work, and group leadership:

1. Respondents' responses to the sixteenth statement had an average value of 4.80 with the majority of responses strongly agreeing. This shows that employees always try to convince and try to make others understand their ideas.
2. Respondents' responses to the seventeenth statement had an average value of 4.81 with the majority of responses strongly agreeing. This shows that employees are always responsible for the authority of the position to internal and external parties of the hotel.
3. Respondents' responses to the eighteenth statement had an average value of 4.80 with the majority of responses strongly agreeing. This shows that employees always build and maintain a work network to keep them warm and friendly.

4. Respondents' responses to the nineteenth statement had an average value of 4.80 with the majority of responses strongly agreeing. This shows that employees provide positive feedback and opportunities to participate in other people in completing work.
5. Respondents' responses to the twentieth statement had an average value of 4.74 with the majority of responses strongly agreeing. This shows that employees always receive direction from superiors in order to achieve company goals.
6. Respondents' responses to the second statement have an average value of 4.81 with the majority of responses strongly agreeing. This shows that employees prioritize teamwork in completing a job.
7. Respondents' responses to the second statement had an average value of 4.78 with the majority of responses strongly agreeing. This shows that employees are able to imitate and are motivated by leadership in a work group.

4.2.2 Motivation

Description of respondents' responses to motivational variables at Hotel Sahid Jaya Solo as follows.

Table 4.2.2

Respondents' Responses to Motivation Variable

No	Statement	Response					Mean
		STS	TS	KS	S	SS	
		1	2	3	4	5	
a	Basic Physiology						
1	Employees have the opportunity to wear appropriate and neat work uniforms.	0	0	7	65	42	4,31
2	Employees get the opportunity for employee dining facilities	0	0	1	66	47	4,40
3	Employees get a place for proper employee facilities	0	0	0	66	48	4,42
	Average	0	0	2,6	65,6	45,6	4,37
b	Security						
4	Employees get security facilities that support work safety	0	0	1	59	54	4,46
5	Employees receive training related to work safety	0	0	0	64	50	4,44
	Average	0	0	0,5	61,5	52	4,45
c	Social						
6	Employees build good relations between employees with the principle of mutual ownership	0	0	0	63	51	4,45
7	Employees support and accept the strengths and weaknesses of other employees.	0	0	0	51	63	4,55
8	Employees build friendships between employees without leaving the principle of work professionalism.	0	0	0	47	67	4,59
	Average	0	0	0	53,6	60,3	4,53
d	Award						
9	Employees always maintain self-esteem by working professionally.	0	0	0	41	73	4,64
10	Employees are given the opportunity to develop themselves maximally to improve their careers.	0	0	0	49	65	4,57
11	Employees get rewards for achievements that have been achieved.	0	0	0	50	64	4,56
	Average	0	0	0	46,6	67,3	4,59
e	Self-actualization						

12	Employees get the opportunity to achieve their potential.	0	0	0	42	72	4,63
13	Employees have the opportunity to take part in self-skill trainings.	0	0	1	49	64	4,55
14	Employees' needs are met to get the job done.	0	0	0	49	65	4,57
Average		0	0	0,3	46,6	67	4,58

Processed primary data sources, 2020.

Information:

STS: Very disagree

TS: Disagree

KS: Less agree

S: Agree

SS: Very agree

In general, respondents' responses to work motivation variables averaged 4.51 with the majority of responses agreeing. This shows that motivation is classified as very good, but it must be improved better, so that every employee is satisfied and has an impact on increasing the quality of the employee's own performance. The work motivation variable has 5 dimensions.

In general, respondents' responses to the basic physiological dimensions with an average dimension of 4.37 with the majority of responses agree. This shows that basic physiological needs are very important for an employee to improve employee performance. The respondents' responses in detail to the indicators of clothing needs, food needs, and housing needs are as follows:

1. Respondents' responses to the first statement have an average value of 4.31 with the majority of responses agreeing. This shows that employees have the opportunity to use appropriate and neat work uniforms.
2. Respondents' responses to the second statement have an average value of 4.40 with the majority of responses agreeing. This shows that employees get the opportunity for employee dining facilities.
3. Respondents' responses to the third statement have an average value of 4.42 with the majority of responses agreeing. This shows that employees get a place for proper employee facilities.

In general, respondents' responses to the security dimension with an average dimension of 4.45 with the majority of responses agree. This shows that the security needs for an employee are classified as good, including security facilities, training, and safety at work. The detailed responses of respondents to indicators of safety needs and protection needs are as follows:

1. Respondents' responses to the fourth statement have an average value of 4.46 with the majority of responses agreeing. This shows that employees get security facilities that support work safety.
2. Respondents' responses to the fifth statement have an average value of 4.44 with the majority of responses agreeing. This shows that employees receive training related to work safety.

In general, respondents' responses to the dimensions of social needs with an average dimension of 4.53 with the majority of responses agree. This shows that the social needs of an employee are classified as good at supporting and accepting the strengths and weaknesses of other employees. The respondents' responses in detail to the indicators of belonging, being well received, and friendship are as follows:

1. Respondents' responses to the sixth statement have an average value of 4.45 with the majority of responses agreeing. This shows that employees build good relationships between employees with the principle of mutual ownership.
2. Respondents' responses to the seventh statement have an average value of 4.55 with the majority of responses agreeing. This shows that employees support and accept the strengths and weaknesses of other employees.
3. Respondents' responses to the eighth statement had an average value of 4.59 with the majority of responses agreeing. This shows that employees build friendships between employees without leaving the principle of work professionalism.

In general, respondents' responses to the dimensions of appreciation with an average dimension of 4.59 with the majority of responses agree. This shows that every employee is very obliged to get an award for an employee who excels, with the award it can improve the quality of employee performance. The respondents' responses in detail to the indicators of self-esteem, autonomy, and achievement are as follows:

1. Respondents' responses to the ninth statement had an average value of 4.64 with the majority of responses agreeing. This shows that employees always maintain self-esteem by working professionally.
2. Respondents' responses to the tenth statement have an average value of 4.57 with the majority of responses agreeing. This shows that employees are given the opportunity to develop themselves maximally to improve their careers.
3. Respondents' responses to the eleventh statement had an average value of 4.56 with the majority of responses agreeing. This shows that employees get rewards for the achievements that have been achieved.

In general, respondents' responses to the dimensions of self-actualization with an average dimension of 4.58 with the majority of responses agree. This shows that the need for self-actualization of an employee is good enough, it just needs to be improved better in order to improve the quality of employee performance. The respondents' responses in detail to the indicators of growth, achievement of competition, and self-fulfillment of needs are as follows:

1. Respondents' responses to the twelfth statement had an average value of 4.63 with the majority of responses agreeing. This shows that employees get the opportunity to achieve their potential.
2. Respondents' responses to the thirteenth statement had an average value of 4.55 with the majority of responses agreeing. This shows that employees get the opportunity to take part in self-skill trainings.
3. Respondents' responses to the fourteenth statement had an average value of 4.57 with the majority of responses agreeing. This shows that employees are fulfilled the need to complete the work.

4.2.3 Job Satisfaction

Description of respondents' responses to job satisfaction variables at Hotel Sahid Jaya Solo as follows.

Table 4.2.3
Respondents' Responses to Job Satisfaction Variable

No	Statement	Response					Mean
		STS	TS	KS	S	SS	
		1	2	3	4	5	
a	Jobdesk						
1	Employees have skills according to their respective workplaces.	0	0	1	58	55	4,47
2	Employees understand the Standard Operation Procedure in the department they occupy.	0	0	1	39	74	4,64
3	Employees are proud of the work they have done.	0	0	0	40	74	4,65
	Average	0	0	0,6	45,6	67,6	4,58
b	Quality Supervision Supervision						
4	Employees get supervision of the work done.	0	0	1	32	81	4,70
5	Employees get feedback from supervisors on the work done.	0	0	1	33	80	4,64
	Average	0	0	1	32,5	80,5	4,67
c	Salary/ Wages						
6	Employees are paid according to their level of work and responsibilities	0	0	0	34	80	4,70
7	Employees get paid according to the time set by the company	0	0	0	41	73	4,64
	Average	0	0	0	37,5	76,5	4,67
d	Promotion Opportunity						
8	Employees who get promotions increase social status	0	0	0	60	54	4,47
9	Employees who excel get a promotion opportunity	0	0	0	51	63	4,55
	Average	0	0	0	55,5	58,5	4,51
e	Work colleague						
10	Employees work well with the attention and support of colleagues.	0	0	0	61	53	4,46
11	Employees always divide tasks and responsibilities so that the work is completed properly.	0	0	0	62	52	4,46
	Average	0	0	0	61,5	52,5	4,46
	Variable Average	0	0	0,3	46,4	67,1	4,58

Information:

STS: Very disagree
 TS: Disagree
 KS: Less agree
 S: Agree
 SS: Very agree

In general, respondents' responses to the variable job satisfaction with an average variable of 4.58 with the majority of responses agreeing. This shows that job satisfaction has been classified as in accordance with the wishes and expectations of every employee, but there are some employees who feel less satisfied with job satisfaction. Job satisfaction variable has 5 dimensions.

In general, respondents' responses to the dimensions of the work itself with an average dimension of 4.58 with the majority of responses agreeing. This shows that every employee is loyal to the work itself in every field they are engaged in. The respondents' responses in detail to the indicators of skill variety, job identity, and the meaning of work are as follows:

1. Respondents' responses to the first statement have an average value of 4.47 with the majority of responses agreeing. This shows that employees have skills according to their respective workplaces.
2. Respondents' responses to the second statement have an average value of 4.64 with the majority of responses agreeing. This shows that employees understand the Standard Operation Procedure in the department they occupy.
3. Respondents' responses to the second statement have an average value of 4.65 with the majority of responses agreeing. This shows that employees are proud of the work they have done.

In general, respondents' responses to the quality dimension of supervision supervision were 4.67 with an average of 4.67 with the majority of responses strongly agreeing. This shows that job satisfaction with the quality of supervision and supervision is quite good, so that every employee has high loyalty at work. The respondents' responses in detail to the indicators of monitoring the implementation of work, and wise supervisors are as follows:

1. Respondents' responses to the third statement have an average value of 4.70 with the majority of responses agreeing. This shows that employees get supervision of the work they do.
2. Respondents' responses to the fourth statement have an average value of 4.69 with the majority of responses agreeing. This shows that employees get feedback from supervisors on the work they do.

4.2.4 Employee Performance

In general, respondents' responses to the dimensions of salary/wages with an average dimension of 4.67 with the majority of answers strongly agree. This shows that every employee is satisfied with the salary in accordance with their responsibilities and has an impact on improving performance. The detailed responses of respondents to indicators of fair pay based on level of work and responsibility, and timely payment of salaries are as follows:

Table 4.2.4

Respondents' Responses to Employee Performance Variables

No	Statement	Response					Mean
		STS	TS	KS	S	SS	
		1	2	3	4	5	
a	Quality						
1	Employees always make products according to the standards set by the company	0	0	0	41	73	4,64
2	Employees provide services to guests in accordance with the standards set by the company	0	0	0	30	84	4,74
	Average	0	0	0	35,5	78,5	4,69
b	Quantity						
3	Employees always maximize the time to complete the number of products set by the company	0	0	1	24	89	4,77
4	Employees carry out work implementation procedures in accordance with the existing cycles in each department	0	0	0	27	87	4,76
	Average	0	0	0,5	25,5	88	4,76
c	Timeliness						

5	Employees complete work on time according to target	0	0	0	32	82	4,72
6	Employees feel satisfied after the work is completed on time	0	0	0	27	87	4,76
Average		0	0	0	29,5	84,5	4,74
d	Cost Effectiveness						
7	Employees understand individual task planning against costs that arise at work	0	0	0	28	86	4,75
8	Employees understand the cost of making a product or service	0	0	0	30	84	4,74
9	Employees implement efficiency in the use of production equipment and supporting service	0	0	1	35	78	4,68
10	Employees carry out the use of raw materials efficiently	0	0	0	44	70	4,61
Average		0	0	0,2	34,2	79,5	4,69
e	Need For Supervision						
11	Employees work optimally without any supervision from superiors	0	0	0	48	66	4,58
12	Employees delegate work that needs to be done to other coworkers.	0	0	0	38	76	4,67
Average		0	0	0	43	71	4,62
f	Interpersonal Impact						
13	Employees always maintain self-respect towards guests, superiors and co-workers.	0	0	0	38	76	4,67
14	Employees always maintain good cooperation and good relations between colleagues, subordinates and superiors.	0	0	0	31	83	4,73
Average		0	0	0	34,5	79,5	4,70
Variable Average		0	0	0,1	33,7	80,0	4,70

In general, respondents' responses to employee performance variables with an average variable of 4.70 with the majority of answers strongly agree. This shows that employees have good performance in working towards achieving company goals.

1. Respondents' responses to the fifth statement have an average value of 4.70 with the majority of answers agreeing. This shows that employees get paid according to the level of work and responsibilities.
2. Respondents' responses to the sixth statement had an average value of 4.64 with the majority of answers agreeing. This shows that employees get salaries according to the time set by the company.

5. Discussion

5.1 The Effect of Competence on Job Satisfaction at Hotel Sahid Jaya Solo

Competence (Siswanto, 2001) is a basic characteristic of individuals who have a causal or causal relationship with criteria that are used as references, effectiveness, or superior performance at work, or in certain situations. The basic characteristic in question is that competence must be basic and include a person's personality and can predict a person's attitude in certain highly varied situations and in certain work activities. Causal relationship means that competence can cause or be used to predict a person's (superior) performance. According to Robbins (2001) suggests that job satisfaction is a general attitude of an individual towards his work. The job demands interaction with coworkers and superiors, following organizational rules and policies, meeting performance standards, living in work conditions that are often less than ideal, and the like. This means that an employee's assessment of his or her satisfaction or dissatisfaction with the job is a complex summation of a number of discrete (differentiated and separate) work elements. It shows that there is a positive and significant relationship between competence and job satisfaction, the better the level of competence, the more effective it is to increase employee job satisfaction, both superiors and subordinates. Conversely, the lower the competence of an employee, job satisfaction is also felt to decrease.

5.2 The Effect of Motivation on Job Satisfaction at Hotel Sahid Jaya Solo

Based on the findings on the motivation variable, in general, they gave positive responses and agreed about the existing motivation at Hotel Sahid Jaya with an average variable of 4.51. And supported by an increase in job satisfaction which is quite good with an average variable of 4.58. This shows that in fact the high motivation received by each employee is in line with expectations, the employee will feel satisfied and have an impact on improving the quality of performance. Besides that, among the 5 dimensions studied, the reward dimension is the dimension that has the most influence on job satisfaction, with an average dimension of 4.59. This shows in reality that every employee is very obliged to get an award for an employee who excels, with the award it can improve the quality of employee performance, and employees are given the opportunity to develop themselves maximally to improve their careers, and employees always get rewarded by the company for their achievements. achieved.

Meanwhile, the self-actualization dimension with a contribution of an average dimension of 4.58, and the social dimension with a contribution of an average dimension of 4.53, and the security dimension with an average contribution of 4.45 dimensions that affect job satisfaction. This shows that every employee has a positive response and agrees about some of the dimensions that exist in the motivation variable, in fact the provision of work motivation to each employee by superiors is classified as very good, but must be improved, in order to maintain professionalism and the quality of employee performance optimally. . Besides that, there is one basic physiological dimension which is the lowest dimension with an average contribution of 4.37 dimensions. This shows that in fact good motivation given by superiors to subordinates is still there are criticisms and suggestions regarding there are still some employees who have not had the opportunity to use appropriate and neat work uniforms, and employees have not had the opportunity to have adequate dining facilities, and employees have not felt the presence of get a place for proper employee facilities during breaks.

Motivation is a state in a person's personality, which encourages his desire to carry out certain activities in order to achieve goals (Luthans 2009). The motivation of people to work varies, there are people who are motivated by a sense of security or safety, even though they work long distances. There are even people who work just because the job provides high prestige, even though the salary they get is small. Motivation as a person's tendency to engage in activities that lead to goals. If the behavior leads to an object/target, then with this motivation the maximum achievement of targets or goals will be obtained, so that the implementation of tasks can be carried out as well as possible, and the effectiveness will be achieved. Performance is influenced by several factors such as motivation, career development, job satisfaction, organizational commitment, leadership, work environment effort, ability, and direction. The employee's performance is good or not depending on the factors that affect the employee's performance (Nawawi 2008).

The satisfaction theory approach emphasizes the concept of content, namely the aspect of needs as a factor that strengthens, directs, supports, and stops one's motivation. Supporters of this approach such as: Maslow, Aldelfer, Herzberg, and McClelland assume that needs are variables that are seen as driving the emergence of motivation. This shows that there is a positive and significant relationship between work motivation and job satisfaction, the higher the work motivation of employees, the higher the job satisfaction obtained. Conversely, the lower the work motivation, the lower the teacher's perceived job satisfaction.

5.3 The Effect of Competence on Employee Performance at Hotel Sahid Jaya Solo.

Based on the findings in the competence variable, in general, they gave positive responses and strongly agreed about the competencies that existed at Sahid Jaya Hotel with an average variable of 4.67. And supported by an increase in employee performance which is classified as very good with an average variable of 4.70. This shows that in reality the level of competence received by each employee is appropriate, but there are some employees who still feel that it is not appropriate. Besides that, among the 3 dimensions studied, the dimension of social competence is the most influential dimension on job satisfaction, with an average dimension of 4.79. This shows in fact that with social competence every employee is able to work in a team together with other co-workers in the office, and every employee always provides positive feedback and the opportunity to participate in other people in completing work can achieve company goals, employees are able to imitate and motivated leadership in a work group, and employees are always responsible for the authority of the position to internal and external parties of the hotel.

While the dimensions of emotional competence with an average contribution of 4.71 dimensions that affect employee job satisfaction. This shows that every employee has a positive response and strongly agrees about several dimensions that exist in the competency variable in fact some employees are able to control emotions when facing problems at work, employees care about the concept of excellent service to guests, and employees work according to their responsibilities and oriented to the company's vision and mission. Besides that, there is one dimension of intellectual competence which is the lowest dimension with an average contribution of 4.56 dimensions. This shows that in fact there are still criticisms and suggestions regarding there are still some employees who have not achieved the best performance by setting work goals and using effective methods, and there are still some employees who have not been active in conveying ideas in the process of equalizing perceptions, and employees always act creatively. , innovative in completing a job. Although the condition of intellectual competence is good, it must still be improved in order to increase employee job satisfaction.

Competence according to Spencer (Moehariono, 2009) is a characteristic that underlies a person related to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal or causal relationship with criteria that are used as references, effective or excellent or superior performance at work or in certain situations. Performance can be interpreted as an individual's success in doing his job. The measure of success of each employee depends on the function of his specific job in the form of activities over a certain period of time. In other words, the measure of performance success is based on applicable measures and adapted to the type of work (Umam, 2010). Performance is the embodiment of ability in the form of real work. Performance is the result of work achieved by employees in carrying out tasks and jobs that come from the organization (Priansa, 2014).

Competence will affect performance because if the employee's work competence is good, it will affect performance. Good work competence is having basic competencies (ability, knowledge and behavior) and good field competencies based on structural positions or functional positions of employees. In theory it can be said that competence has a positive and significant effect on employee performance, this is supported by research conducted by Silvia (2016), the better the employee's competence, the better the level of employee performance. It shows that there is a positive and significant relationship between competence and employee performance, the better the level of competence possessed by an employee, the better the performance of employees, both superiors and subordinates. Conversely, the lower the competence of an employee, the employee's performance is also felt to decrease.

5.4 The Effect of Motivation on Employee Performance at Sahid Jaya Hotel Solo

Based on the findings on the motivation variable, in general, they gave positive responses and agreed about the existing motivation at Hotel Sahid Jaya with an average variable of 4.51. And supported by an increase in employee performance which is classified as very good with an average variable of 4.70. This shows that in fact the high motivation received by each employee is in line with expectations, the employee will feel satisfied and have an impact on improving the quality of performance. Besides that, among the 5 dimensions studied, the reward dimension is the dimension that has the most influence on job satisfaction, with an average dimension of 4.59. This shows in reality that every employee is very obliged to get an award for an employee who excels, with the award it can improve the quality of employee performance, and employees are given the opportunity to develop themselves maximally to improve their careers, and employees always get rewarded by the company for their achievements achieved.

Meanwhile, the self-actualization dimension with a contribution of an average dimension of 4.58, and the social dimension with a contribution of an average dimension of 4.53, and the security dimension with an average contribution of 4.45 dimensions that affect job satisfaction. This shows that every employee has a positive response and agrees about some of the dimensions that exist in the motivation variable, in fact the provision of work motivation to each employee by superiors is classified as very good, but must be improved, in order to maintain professionalism and the quality of employee performance optimally. Besides that, there is one basic physiological dimension which is the lowest dimension with an average contribution of 4.37 dimensions. This shows that in fact good motivation given by superiors to subordinates is still there are criticisms and suggestions regarding there are still some employees who have not had the opportunity to use appropriate and neat work uniforms, and employees have not had the opportunity to have adequate dining facilities, and employees have not felt the presence of get a place for proper employee facilities during breaks.

5.5 The Effect of Job Satisfaction on Employee Performance at Hotel Sahid Jaya Solo

Based on the findings on the job satisfaction variable, in general, they gave positive responses and agreed about the existing motivation of Sahid Jaya Hotel with an average variable of 4.58. And supported by an increase in employee performance which is classified as very good with an average variable of 4.70. This shows that in fact high employee job satisfaction is accepted by every employee as expected, so employees will feel satisfied and have an impact on improving the quality of performance. Besides that, among the 5 dimensions studied, the quality dimension of supervision supervision and salary and wages is the dimension that has the most influence on improving employee performance, with an average dimension of 4.67. This shows in fact that job satisfaction with the quality of supervision supervision is quite good, so that every employee has high loyalty at work and every employee is satisfied with the salary that is in accordance with responsibilities and has an impact on improving performance.

While the dimensions of the work itself with a contribution with an average dimension of 4.58, and the dimensions of promotion opportunities with a contribution with an average dimension of 4.51 that affect employee performance. This shows that every employee has a positive response and agrees about some of the dimensions that exist in the job satisfaction variable, in fact the high job satisfaction received by every employee and superior is already classified as very good, but must be improved, in order to maintain professionalism and quality. optimal employee performance. Besides that, there is one coworker dimension which is the lowest dimension with an average contribution of 4.46 dimensions. This shows that in fact, even though the condition of the organization is good, there are still criticisms and suggestions regarding there are still some employees who are not working well enough and have not received support from other co-workers and there are still some employees who are selfish

and do not always share tasks and responsibilities. work so that there are several departments the work is always not completed on time.

Mangkunegara (2005) suggests that there are 2 (two) factors that influence job satisfaction, namely factors that exist in employees and factors in their work. The factors that exist in employees are intelligence (IQ), special skills, age, gender, physical condition, education, work experience, years of service, personality, emotions, ways of thinking, perceptions, and work attitudes. While the work factors are the type of work, organizational structure, rank (class), position, quality of supervision, financial security, promotion opportunities, social interaction, and work relations.

Performance can be interpreted as an individual's success in doing his job. The measure of success of each employee depends on the function of his specific job in the form of activities over a certain period of time. In other words, the measure of performance success is based on applicable measures and adapted to the type of work (Umam, 2010). Therefore, the level of job satisfaction in the organization can be shown by results such as the attitude of organizational members, job changes of organizational members, absenteeism or absenteeism, delays, and complaints that usually occur in an organization. In theory, it can be said that job satisfaction has a positive and significant effect on employee performance, this is supported by research conducted by Edhi Prasetyo, the better employee job satisfaction, the better the level of employee performance.

5.6 The Effect of Competence on Job Satisfaction and Its Impact on Employee Performance at Sahid Jaya Hotel Solo

Competence according to Spencer (Moehersono, 2009) is a characteristic that underlies a person related to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal or causal relationship with criteria that are used as references, effective or excellent or superior performance at work or in certain situations. Mangkunegara (2005) suggests that there are 2 (two) factors that influence job satisfaction, namely factors that exist in employees and factors in their work. The factors that exist in employees are intelligence (IQ), special skills, age, gender, physical condition, education, work experience, years of service, personality, emotions, ways of thinking, perceptions, and work attitudes. While the work factors are the type of work, organizational structure, rank (class), position, quality of supervision, financial security, promotion opportunities, social interaction, and work relations.

Performance can be interpreted as an individual's success in doing his job. The measure of success of each employee depends on the function of his specific job in the form of activities over a certain period of time. In other words, the measure of performance success is based on applicable measures and adapted to the type of work (Umam, 2010). Performance is the embodiment of ability in the form of real work. Performance is the result of work achieved by employees in carrying out tasks and jobs that come from the organization (Priansa, 2014). This shows that job satisfaction has an impact on the effect of welfare on teacher performance, meaning that job satisfaction from good competence and in accordance with the expectations of an employee will improve the quality of employee performance. On the other hand, if job satisfaction has no impact, the lack of competence has not been able to improve the quality of performance itself.

5.7 The Effect of Compensation on Work Motivation and Its Impact on Employee Performance in sub-districts.

Based on the results of the mediation test in Figure 4.19, the effect of compensation on work motivation and its impact on employee performance can be seen as follows: Pengaruh Direct (PL) = 0,305

;
Indirect (PTL) : $0,280 \times 0,301 = 0,084$;
So, $PL > PTL$.

According to the results of the study, it can be seen that work motivation does not affect / mediate compensation on employee performance. This can be seen from the direct influence is greater than the indirect effect. In this study, compensation has a more direct effect on employee performance, because the direct effect is greater than the indirect effect, so the sixth hypothesis is rejected.

Based on this, compensation tends to directly affect employee performance, because the dimensions of wages and salaries, allowances, incentives, facilities, received and conservation from employees will directly affect employee performance. Besides that, the human resources of the sub-district environment employees, which are the main keys, also color the employees so that it has a direct effect on employee performance. When compensation is high, employee performance will also increase, without having to increase employee work motivation.

6. Conclusions

Based on the results of research, data analysis, and hypothesis testing that have been carried out, the following conclusions can be drawn:

1. That there is a positive and significant effect of the competence variable on job satisfaction at Hotel Sahid Jaya Solo. An increase in competence increases job satisfaction and a decrease in an employee's competence will decrease job satisfaction.

2. There is a positive and significant effect of motivational variables on job satisfaction at Hotel Sahid Jaya Solo. With high motivation by each employee, it will create a sense of satisfaction and have an impact on improving the quality of work.
3. There is a positive and significant effect of the competency variable on employee performance at Hotel Sahid Jaya Solo. An increase in the competence of an employee will improve employee performance and a decrease in the competence of an employee will decrease the employee's performance.
4. There is a positive and significant effect of motivational variables on employee performance at Hotel Sahid Jaya Solo. An increase in motivation will increase employee performance and a decrease in work motivation will decrease employee performance.
5. There is a positive and significant effect of job satisfaction on employee performance at Hotel Sahid Jaya Solo. An increase in job satisfaction will increase employee performance and a decrease in job satisfaction will decrease employee performance.
6. There is a positive and significant effect of job satisfaction variable having an impact on the effect of competence on employee performance at Hotel Sahid Jaya Solo. Improved employee performance can be done by increasing the competence of an employee followed by an increase in employee job satisfaction, the quality of performance will increase well.
7. There is a positive and significant influence, namely the variable job satisfaction has an impact on the effect of motivation on employee performance at Hotel Sahid Jaya Solo. Increasing employee performance can be done by increasing motivation accompanied by increasing job satisfaction.

5. Acknowledgement

From the research results obtained on the competence variable which has the lowest indicator score. With the statement that employees always try to achieve the best performance by setting work goals and using effective methods, it is recommended for the General Manager to always evaluate the work of each employee in order to improve the quality of an employee's performance optimally. To increase employee motivation, it is necessary to have appropriate and neat uniform facilities so that every employee feels satisfied and loyal at work. It is recommended that the General Manager always improve competence and constructive motivation for employees. With the condition of a good organization, employees feel satisfied both with colleagues and superiors. For the General Manager to always evaluate the work of each department in order to improve the quality of employee performance oriented to the company's vision and mission.

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