

## Employee Performance: Effect of Competency and Quality of Work-life

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### ABSTRACT

*This study aims to determine competence, quality of work-life and employee performance in one of the hotels in the city of Bandung and to analyze the influence of competence on employee performance and the influence of the quality of work-life on employee performance and the influence of competence and quality of work-life together on employee performance. The method used in this research is a survey method with an associative explanation level. Respondents in this study were 95 employees. The data collection techniques used literature study, documentation study, and field study using interviews and questionnaires. The data analysis technique used is a quantitative analysis and statistical analysis. The quantitative analysis includes the respondent's score, while the statistical analysis uses path analysis. The finding shows there is a positive relationship between competence and performance of 0.418, there is a positive relationship between the quality of work-life and performance of 0.596. there is a positive relationship between competence and quality of work-life of 0.371 and epsilon (factors others not researched) of 0.286.*

*Key words: competency, quality of work-life, employee performance*

### INTRODUCTION

The trend of world tourism today calls for the handling of tourism by reliable, standard, and internationally certified professional personnel to ensure the fulfillment of the demands of "service standards" for tourists and prevent tourists' demands due to non-compliance with tourism service standards "as required." (Novelli, Klatte

& Dolezal, 2017; Soh, 2008; Suryadana & Sidharta, 2019)

Human Resources (HR) factors have a central role in developing and achieving company goals. Companies or business organizations that pay less attention to the role of HR characterized by a lack of understanding and attention to the needs and expectations of workers, such as lack of attention to workers 'welfare, workers' complaints not heard,

sometimes even laws and regulations governing relations between workers and management are violated. (Borisova, Silayeva, Saburova, Belokhvostova & Sokolova, 2017) Things like this can cause counter-productive and even increased labor turnover. (Vatankhah, Javid & Raoofi, 2017; Pérez-Campdesuñer, De-Miguel-Guzmán, Sánchez-Rodríguez, García-Vidal & Martínez-Vivar, 2018)

Harmony in the relationship between humans, both among employees relationship between superiors and subordinates is essential for the company. HR problems must be a severe concern to educational institutions and even the related tourism industry. (Madera, Dawson, Guchait & Belarmino, 2017) To be able to support Indonesian tourism, professional human resources are needed.

Based on the results of interviews conducted with the Human Resource Manager, the competence of employees at the object of research is still not optimal. This situation can see if there are problems, the employees are still very dependent on their superiors, causing the resulting performance to be not as expected by the company. Narrative ability, namely in conveying ideas or ideas both orally and in writing and linguistic skills, namely the delivery of employees' ideas using presentation media, is not optimal—lack of employee ability to lead groups.

The Quality of Work-Life program that has implemented has been implemented, among others, is the involvement of employees in decision making, where employees are involved in every management decision continuously but of course only for the manager level, while for staff only in the form of input or suggestions Likewise, the opportunity to develop oneself has carried out. However, this self-development carry out in each department, and there is no form of education or training outside the company.

The results of interviews and observations found the following, among others: Complaints of some employees regarding the work system. Employees complained about overtime working hours with the benefits not being as expected. The amount of work that must complete as quickly as possible will automatically increase the working hours. There is dissatisfaction regarding the welfare obtained; Some employees are dissatisfied with the salaries and benefits obtained at this time to affect employee loyalty to the company to reduce employee performance. Lack of support from superiors in career development, there is no clear assessment of whether employees are actual achievement or not, because so far the assessment has only been based on reports from direct superiors, employee recruitment has not based on competence.

To become one of the best hotels must have skilled and reliable human resources. Human resources are the most critical human capital; whether or not a hotel determined how the hotel owns the quality of human resources. (Madera, Dawson, Guchait & Belarmino, 2017; Sidharta, Priadana & Affandi, 2019)

Competence exists or owned by individuals, namely motives, character, self-concept, and knowledge that can produce or produce predictable behavior, in this case, is the individual's skills or expertise. (Spencer & Spencer, 2008) From the expertise that an individual has, which results from his or her competence, it can predict that individuals' performance. Competence always contains goals and objectives, which are motive or trait drives that cause an action to obtain an outcome. (Hjalager, 2010) Behavior without intent and purpose cannot define as competence. So, competence always has a purpose and a goal. Without the purpose and

purpose, the behavior of the individual cannot say as competence.

Competence affects employee performance. (Spencer & Spencer's (2008) The higher the employee's competence and under the demands of the job role, the employee's performance will increase. Competent employees usually have the character of attitude and behavior, or willingness and ability to work that is relatively stable when facing a workplace situation formed from a synergy between character, self-concept, internal motivation, and contextual knowledge capacity can quickly overcome work problems. Faced, doing work calmly and full of confidence, seeing work as an obligation must do honestly, and openly improving one's quality through the learning process.

This condition will provide a strong impetus for employees to perform tasks assigned to them efficiently and psychologically effectively will provide a meaningful work experience and a sense of personal responsibility regarding the results of the work they do. In the end, all of these things will improve employee performance in terms of both job factors and personal characteristics. This argument supports Spencer & Spencer's (2008) theoretical statement that intellectual, emotional, and social competence as part of the innermost personality of a person can predict or influence individual performance effectiveness.

Quality of Work Life is a comprehensive program that covers many needs and wants. When workers can see the link between the increase in their efforts and the increase in the rewards they get, they will be motivated to do better, which will increase morale. If the job has a high incentive value for workers, then the quality of their life is believed to be better. (Janes & Wisnom, 2011)

Quality of work-life (QWL) refers more to the climate or work culture as a whole. QWL can describe the impact of human and organizational effectiveness combined with an emphasis on participation in problem-solving and decision making. There is strong evidence that employees who are genuinely empowered and working within a participatory problem-solving framework are more committed to the organization and their union. Recent research states that high QWL involvement positively impacts employee turnover and productivity (Lee, Back & Chan, 2015).

QWL, as a goal, aims to create increased work, employee engagement, a satisfaction of the people involved, and organizational effectiveness. As a process, QWL requires an effort to achieve organizational goals to make a more meaningful contribution to the organization to obtain greater satisfaction, pride, and personal growth. QWL integrates the development interests of organizational members with organizational development goals. Organizational members are assets that should be maintained, developed through increasing knowledge, experience, skills, and commitment to the organization, not as costs that must control (Deery & Jago, 2009)

Based on the identification of problems described previously, namely where employees' performance is inadequate, employees who do not have good competence and not good QWL of employees, this study aims to determine and analyze: How much competence and quality of work-life on employee performance, and how much influence the competence and quality of work-life have on employees' performance, both partially and simultaneously.

## RESEARCH METHODS

This type of research is survey research at the level of associative explanation. The population in this study were all employees, in one of the hotel employees in Bandung. The research object is the independent variable, namely competence and quality of work life. Then the dependent variable or dependent is performance.

The operationalization of the variables in this study includes the competence measured using the following dimensions:

- Knowledge
- Expertise
- Motive
- Character
- Self-concept

Variable quality of work life is measured using the following dimensions:

Grow and thrive

- Participation
- Environmental Influences
- Supervision
- Wages and Welfare
- Social Factors
- Workplace synchronization of functions
- Pride in one's own work and organization
- Protection of personal rights

Meanwhile, the performance of the employees uses the following dimensions:

- Quality
- Quantity
- Independence

- Initiative
- Adaptability
- Teamwork Ability

Analyze the causal relationships pattern between variables to know the direct and indirect effects, simultaneously or independently, of several causal variables on an effect variable, and the appropriate pattern is the path analysis model. There are several steps in path analysis, including testing each path coefficient, testing the overall path coefficient, and testing the difference in the magnitude of each exogenous variable's effect on endogenous variables.

## RESULTS AND DISCUSSION

Instrument testing includes testing the instrument's validity and reliability testing, in this case, the questionnaire used in the study. In essence, testing the validity and reliability of this instrument is to test that the instrument or questionnaire used has met the study's requirements.

Based results of the calculation of the path analysis above, it can see that there is a positive relationship between competence and performance of 0.418, there is a positive relationship between the quality of work-life and performance of 0.596. there is a positive relationship between competence and quality of work-life of 0.371 and epsilon (factors others not researched) of 0.286.

The recruitment of employees has not based on the competency certification that has been stipulated by the Law of Tourism, where workers in the tourism sector must have a competency certification that has carried out by a professional certification institution that has licensed under statutory provisions. The hotel

management has not applied competency models because the managers' abilities and expertise have not been able to apply them.

Competence in one of the hotel employees the object of research in the dimension of expertise, namely the indicator of linguistic ability, namely the delivery of employee ideas using presentation media, narrative skills, namely in conveying ideas or ideas both orally and in writing, and the ability to lead groups still needs improvement. This condition can be done by management by analyzing each employee and determining the appropriate competency model to see which skills and expertise the employees do not have. For expertise competence, it can still develop because this competence is visible, so efforts can make to improve.

The implementation of a quality work-life program for employees can improve the employee's performance. According to the results of the analysis, this condition has to explain as follows: that the quality of work-life employees in the dimensions of wages and welfare is not good to other dimensions. Based on the data obtained, each employee gets the right to a salary, meals one time, and social security. Creating a quality work-life that is comfortable; safe will affect employees to feel at home working with a solid team. Creating a good quality of work-life will create a pleasant work atmosphere and a feeling of belonging to the company so that employees can work with awareness.

Performance appraisal is an effort to improve organizational development, career planning, and compensation underachievement. The employee's performance with the relationship between competence and quality of work-life on performance has a reasonably good relationship. The quality of work-life has a dominant value compared to competence, to

improve the competence and quality of work-life towards the employee's performance. Efforts to increase competence should make at least every six months with a competency model that suits employees' needs. Meanwhile, to create a quality work-life, management needs to re-analyze employees' needs and desires to create a harmonious relationship between employees and the company. So that the company's vision and mission can achieve, namely employee satisfaction and guest satisfaction.

## CONCLUSIONS

The competence and quality of work-life influence employee performance. Management should make efforts to develop potential through training, guidance, and provision of development tools to improve employees' overall competence. This condition is done so that employees are more ready to accept the new responsibilities assigned to employees; if there is a vacancy in a particular position, the management already has human resources ready to use, so there is no need to look for new employees.

To management to review the benefits provided to employees so that employees are motivated to work better, employee performance is getting higher. Compensation and benefits are significant to retain employees, not only to meet their needs but also to show the company's appreciation of employees as part of the company.

Employees give the authority and discretion to act so that employees openly submit input and vice versa, get feedback on their performance; this encourages employees to be responsible for their performance. Employees will know that their achievements will be recognized and rewarded, so they are challenged to improve

their performance while looking for opportunities to develop themselves.

Employees always continue to improve their competence and quality of work-life to improve performance. There needs to be an attitude of owning a company itself; the back and forth of a company is a determined employee attitude who feels part of the company.

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