

Analysis of the Influence of Competency, Work Motivation, and Work Environment on Employee Performance of PT Graha Sakura Jaya (Grand Sakura Hotel) Medan

Darni Br Barus^{1*}, Kholilul Kholik²

^{1,2}Department of Management, Universitas Pembangunan Panca Budi, Indonesia

Article Info

Article history:

Received 18 June, 2024

Revised 19 September, 2024

Accepted 12 October, 2024

Keywords:

Competence, Work
Motivation, Work
Environment, Employee
Performance,
Associative-Quantitative
Approach

ABSTRACT

This study aims to analyze the influence of competence, work motivation, and work environment on employee performance at PT Graha Sakura Jaya (Hotel Grand Sakura) Medan. This research method is quantitative with an associative approach. Data collection was carried out by distributing questionnaires. The research data was processed with SPSS 25. The results showed that Competence, Work Motivation and work environment have a positive and significant effect on employee performance at PT Graha Sakura Jaya (Hotel Grand Sakura) Medan both partially and simultaneously. Competence has a positive and significant effect partially on employee performance at PT Graha Sakura Jaya, where the t count value is 3.245 and t table 1.99547 or t count > t table = 3.245 > 1.99547 with a significant value of 0.031 which means the significant value is greater than 0.05 (0.031 < 0.05). So H1 is accepted. Work Motivation partially has a positive and significant effect on Employee Performance of PT Graha Sakura Jaya where the t count value is 3.101 and t table 1.99547 or t count > t table = 3.101 > 1.99547 with a significant value of 0.049 which means the significant value is greater than 0.05 (0.049 < 0.05). So H2 is accepted. The work environment partially has a positive and significant effect on Employee Performance of PT Graha Sakura Jaya where the t count value is 3.524 and t table 1.99547 or t count > t table = 3.524 > 1.99547 with a significant value of 0.005 which means the significant value is greater than 0.05 (0.001 < 0.05). So H3 is accepted. Competence, work motivation and work environment together (simultaneously) have a positive and significant influence on employee performance at PT Graha Sakura Jaya (Hotel Grand Sakura) Medan where the calculated f value is 5.507 and f table 2.740 or calculated f > f table = 5.507 > 2.740 with a significant value of 0.002 which means the significant value is smaller than 0.05 (0.002 < 0.05). So H4 is accepted. It can be concluded that the hypotheses H1, H2, H3, and H4 are proven true and can be accepted because the results of the study are in line with the proposed hypothesis.

Corresponding Author:

Darni Br Barus

Department of Management, Universitas Pembangunan Panca Budi, Indonesia

Email: kholilulkholik@dosen.pancabudi.ac.id

INTRODUCTION

Human resources have an important role in a company. Especially determining the success in the development of the company. So, by having quality human resources, the company will be able to carry out business activities better. The company needs to maintain human resources in this case employees who are the company's main assets, Human resources (HR) are individuals who must be productive and work as drivers of the organization, be it an organization in an agency or company and are resources that cannot be replaced and become important assets, Human resources are something that must be owned by an organization to achieve its goals because Human resources are the main element of the organization when compared to other resource elements such as technology, capital, raw materials because humans can control other factors. This is supported by the opinion of Kholik (2022) who states that human resources are a planning of organizing, coordinating, implementing, and separating the workforce in order to achieve organizational goals. Human resources also include aspects such as recruitment, selection, training, development, performance management, compensation, and working relationships between employees and

the company. In this context, Human Resources is seen as a determining factor for the success of the company because employee engagement, competence, motivation, and performance contribute significantly to the achievement of organizational goals. Therefore, human resource management is key in ensuring that the potential and creativity of employee performance are optimized to support the growth and success of the company.

Human resources (HR) are one of the most important factors in an organization. The success of an organization is not only determined by technology, capital, or marketing strategy, but also depends heavily on the quality and performance of its HR. In this context, competence, work motivation, and work environment are three key factors that influence employee performance. Optimal employee performance will drive company productivity, which ultimately contributes to the achievement of organizational goals and sustainability. PT Graha Sakura Jaya, better known as Hotel Grand Sakura, is one of the hotels operating in Medan. As part of the competitive hospitality industry, Hotel Grand Sakura faces challenges in maintaining and improving the quality of their services. To achieve competitive advantage, this hotel must ensure that its employees have adequate competence, are motivated to work well, and work in a supportive environment. Therefore, an analysis of the influence of competence, work motivation, and work environment on employee performance is very relevant and important. Employee competence includes knowledge, skills, and attitudes possessed by individuals that can support the implementation of their duties and responsibilities. Good competence allows employees to work more effectively and efficiently, and make a greater contribution to the organization. However, competence alone is not enough if it is not balanced with high work motivation. Work motivation, which includes internal and external motivation, plays an important role in determining the extent to which an employee is willing to give his best effort at work. High motivation can increase work enthusiasm, which in turn will increase productivity and performance. In addition to competence and work motivation, the work environment also has a significant influence on employee performance. A conducive work environment, both physically and non-physically, can create a comfortable work atmosphere and support productivity. A good work environment can reduce stress and increase job satisfaction, which will ultimately improve employee performance. Conversely, a poor work environment can lead to decreased motivation and performance, as well as increase absenteeism and employee turnover.

In the context of Grand Sakura Hotel, a deep understanding of the influence of these three factors on employee performance is essential. The hotel must be able to identify the factors that most influence employee performance so that it can design the right strategy to improve the quality of human resources and, ultimately, the quality of service provided to guests. This study seeks to provide a clear picture of the extent to which competence, work motivation, and work environment influence employee performance at Grand Sakura Hotel Medan. Based on a pre-survey conducted at PT Graha Sakura Jaya, it is known that the results of employee performance levels in the last 3 years have continued to decline. For information, we can see in table 1 regarding the performance assessment of 72 employees as follows:

Table 1 Employee Performance Assessment PT Graha Sakura Jaya (Hotel Grand Sakura) Medan Period 2021-2023

No	Employee Performance Level Assessment (72 people)	2021	2022	2023	Bobot
		JLH (%)	JLH (%)	JLH (%)	
1	Competency				
	Employees have an educational background that matches their job.	36 (50%)	30 (41,6)	27 (37,5%)	Decrease
2	Work motivation				
	Employees have a level of motivation that can be seen from the results of achieving performance targets.	32 (44,4%)	36 (50%)	28 (40%)	Ups and down
3	Work environment				
	This statement is measured from the number of absences and the punctuality of each employee's working hours as determined by the company.	66 (91,6%)	36 (50)	49 (68%)	Ups and down
4	Discipline				
	Employee compliance with superior instructions and rules of procedure.	47 (65%)	31 (43%)	44 (61%)	Ups and down
5	Responsibility				
	Employees carry out the tasks and responsibilities given	54 (75%)	51 (70%)	47 (65%)	Decrease
6	Attitude				
	This statement is measured from the manners and tolerance of employees in working together in facing work situations.	36 (50%)	47 (65%)	44 (61%)	Ups and down

Sumber: PT Graha Sakura Jaya (Hotel Grand Sakura) Medan (2024)



Based on table 1, it is known that the competency level of 72 employees has an educational

background that matches the job, namely 36 people in 2021, 30 people in 2022 and 27 people in 2023. Meanwhile, for employee work motivation, the level of motivation is seen from the results of achieving performance targets in 2021 as many as 32 people, in 2022 as many as 36 people and 28 people in 2023. Then for the statement of the work environment which is measured by the number of absences and the punctuality of each employee's working hours that have been determined by the company, there are 66 people who work according to the specified time in 2021, 36 people in 2022 and 49 people in 2023 and for discipline seen from employee compliance with superior instructions and regulations, there are 47 people who comply with them in 2021 and 31 people in 2022 and 44 people in 2023, while in the statement of responsibility Employees carrying out the tasks and responsibilities given were 54 people in 2021 and 51 people in 2022 and 47 people in 2023. In the Attitude statement measured from manners, tolerance in working together, employees faced situations at work as many as 36 people in 2021 and 47 people in 2022 and 44 people in 2023. The work environment at the Grand Sakura Hotel is also a factor that needs to be considered. Although this hotel has tried to create a comfortable work environment, there are still complaints about several physical aspects, such as the condition of the work room and other supporting facilities. A less than optimal work environment can lead to decreased performance and increase employee turnover rates, which will ultimately have a negative impact on hotel operations. Thus, the main problem in this study is to identify the extent to which competence, work motivation, and work environment affect employee performance at the Grand Sakura Hotel. By understanding the relationship between these three variables and employee performance, hotel management is expected to be able to formulate more effective policies in improving the quality of human resources and, ultimately, the quality of service provided to customers.

LITERATURE REVIEW

The Influence of Competence on Employee Performance

Competence is a combination of knowledge, skills, and attitudes needed to do a job well (Hutapea & Thoha, 2008). In the context of an organization, employee competence plays an important role in determining the effectiveness and efficiency of performance. According to Boyatzis (1982), competence is an identifiable and measurable characteristic that directly affects an individual's performance in a specific task at work. According to As'ad (2021), competence can be divided into five main components: (1) motivation, (2) traits, (3) self-concept, (4) knowledge, and (5) skills. This competence reflects an individual's ability to achieve desired results in their work. In the era of global competition, companies including in the hospitality industry such as the Grand Sakura Hotel Medan, need employees who have high competence in order to compete effectively.

Competence is considered as an important element that determines employee performance. Boyatzis (2008) stated that employee performance is greatly influenced by how well they are competent in carrying out the tasks and responsibilities given. The higher the competence possessed by employees, the greater their contribution to achieving organizational goals. In the hospitality sector, employee competence can include the ability to provide friendly, efficient, and professional service to guests. Technical competence in running the hotel management system, as well as interpersonal skills in interacting with guests and colleagues, are essential to creating a satisfying experience for customers.

Previous studies have shown a strong relationship between employee competence and performance. For example, a study by Hasibuan (2017) found that high employee competence is directly related to improved performance. This study also showed that training and development programs designed to improve employee competence can contribute to improved overall performance. Then, a study conducted by Anshari, et al (1919) showed that employee performance is greatly influenced by the competence they have. McClelland also stated that employees with higher levels of competence tend to show better performance compared to those with lower competence. The competence in question includes technical, managerial, and interpersonal skills needed to complete job tasks well. In the context of the Grand Sakura Hotel, training that focuses on improving competence in customer service, time management, and the use of hotel technology can have a positive impact on employee performance and the quality of service provided. In the hospitality sector, as studied by Khoyrun, et al (2020), employee competence is very important because they often interact directly with customers. Therefore, competence in customer service, time management, and problem solving becomes critical. Research conducted by Kariyamin, et al (2023) also confirmed that hotel employees who have good competence in operational and service aspects tend to make a significant contribution to the overall performance of the organization. At PT Graha Sakura Jaya, employee competence is expected to contribute to achieving optimal performance. According to a study by Hasibuan (2017), good competence allows employees to complete their tasks more efficiently, which in turn improves the overall performance of the company. Thus, competency development through continuous training and development is very important.

The Influence of Work Motivation on Employee Performance

Work motivation is a psychological factor that drives a person to achieve certain goals in their work (Gibson, et al, 2000). According to Herzberg's two-factor motivation theory, motivational factors include achievement, recognition, the work itself, responsibility, and advancement. These factors can encourage employees to try harder and improve their performance. Work motivation is also considered an important determinant in increasing employee productivity. According to Robbins and Quinta & Bernarto (2021), high motivation is often associated with increased performance because motivated employees tend to be more enthusiastic and committed to their work. Amstrong & Taylor (2014) in his expectancy theory also stated that a person's work motivation will affect the effort made and, ultimately, the results achieved. In the hospitality industry, work motivation is very important given the intensive and demanding nature of the work (Barber & Pittaway, 2000). Hotel employees often have to work long shifts and face various challenges from customers. Research by Kholik, et al (2022) shows that intrinsic motivation such as appreciation for work done and opportunities for self-development play an important role in improving the performance of hotel employees. At PT Graha Sakura Jaya, employee work motivation can be a key factor in determining the overall performance of the hotel. According to a study conducted by Saragih, et al (2018), motivated employees tend to show better performance in terms of service speed, quality of interaction with customers, and problem solving in the workplace. Thus, managing work motivation through appropriate management policies, such as providing incentives, rewards, and a supportive work environment, is crucial.

The Influence of the Work Environment on Employee Performance

The work environment is all aspects that exist around employees when they work, including physical, psychological, and social conditions that can affect performance (Boyatzis, 2008). A good work environment can increase job satisfaction, which in turn can increase employee productivity and performance (Krisnandi & Saputra, 2021). A study by Amstrong & Taylor (2014) showed that work environment conditions, such as lighting, temperature, noise, and layout, can affect employee comfort and work efficiency. A comfortable work environment can increase concentration and reduce stress, which leads to increased performance. In addition, social aspects of the work environment, such as relationships between coworkers and support from management, also affect employee motivation and performance (Gibson, Ivancevich, & Donnelly, 2000). Research in the hospitality sector by Barber and Pittaway (2000) found that a positive work environment, such as good relationships between employees, supportive leadership, and opportunities to develop skills, greatly contribute to employee performance. At PT Graha Sakura Jaya, creating a supportive work environment is essential to ensure that employees feel comfortable and are able to work with high productivity. Research by Saragih, et al (2018) shows that employees in the hospitality industry are more productive when they work in a well-organized environment, have adequate support from management, and harmonious relationships between coworkers. A good work environment can also reduce employee turnover, which is a common problem in the hospitality industry.

The Relationship Between Competence, Work Motivation and Work Environment on Employee Performance

Empirical studies have shown that these three factors, competence, work motivation, and work environment, have a significant influence on employee performance. For example, research by Armstrong and Taylor (2014) shows that competence and work motivation can function as internal factors that improve performance, while the work environment functions as an external factor that moderates or strengthens the influence of both internal factors. The combination of high competence and strong work motivation in a supportive work environment can produce optimal employee performance. This is in accordance with research by As'ad (2021) which found that employees who have high competence and are motivated to work hard in a positive work environment tend to show much better performance compared to employees who are less competent or less motivated. At PT Graha Sakura Jaya, the importance of these three factors cannot be ignored. As a company engaged in the hospitality industry, PT Graha Sakura Jaya requires employees who are not only competent and motivated, but also work in a supportive environment to achieve the expected performance. According to a study by Kariyamin, et al (2023), the performance of hotel employees is highly dependent on how well the company can manage their competence, motivation, and work environment.

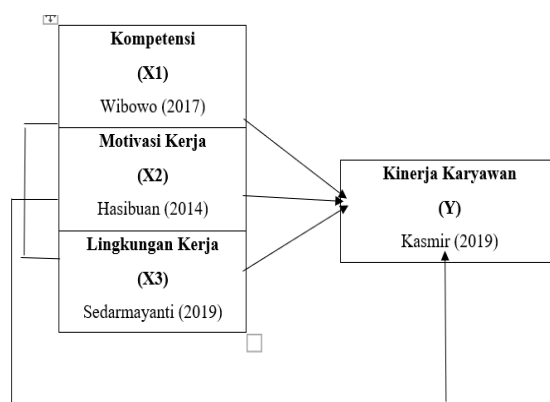
This literature review emphasizes the importance of competence, work motivation, and work environment in improving employee performance. These three factors are interrelated and contribute significantly to the achievement of expected performance in organizations, including at PT Graha Sakura Jaya. In order to achieve valid research results, it is important for this study to use the right method in measuring the influence of each factor on employee performance. Effective management of these three factors will enable PT Graha Sakura Jaya to improve employee performance and, ultimately, achieve overall organizational goals.

METHODOLOGY

This study uses a quantitative method with an associative approach that aims to identify the relationship between independent variables (competence, work motivation, and work environment) and dependent variables (employee performance) of PT Graha Sakura Jaya (Hotel Grand Sakura) Medan. According to (Sugiyono 2019) that the associative research method is a study that aims to determine the relationship between two or more variables. Research using a quantitative approach can be done by taking primary data with data collection using the questionnaire method. Population is a group of research elements, where elements are the smallest units that are the source of the required data (Kholik, et al, 2022). The population in this study were all employees of PT Graha Sakura Jaya (Hotel Grand Sakura) Medan as many as 72 employees. Then, the sample in this study used Non-Probability Sampling, namely by using census sampling or saturated sampling. According to Sugiyono (2019) if the population is less than 100 people, then the sample size is taken as a whole, but if the population is greater than 100 people, then 10-15% or 20-25% of the population can be taken. Based on this study, because the population is not greater than 100 respondents, the sampling technique used is saturated sampling. According to (Sugiyono 2019), saturated sampling technique is a sampling determination technique when all members of the population are used as samples. Therefore, the author took 100% of the population at PT Graha Sakura Jaya (Hotel Grand Sakura) Medan, which was 72 respondents.

The data analysis used is multiple regression analysis, which is an analysis of the relationship between one dependent variable and two or more independent variables (Sena, et al, 2022), with the following formula:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$



Sumber: Diolah Penulis, (2024)

Figure 1 Conceptual Framework

Hypothesis:

Based on the relationship between variables in the framework of thought, the following research hypotheses are made:

H1: It is suspected that Competence has a partial effect on the performance of employees of PT Graha Sakura Jaya (Hotel Grand Sakura) Medan.

H2: It is suspected that Work Motivation has a partial effect on the performance of employees of PT Graha Sakura Jaya (Hotel Grand Sakura) Medan.

H3: It is suspected that Work Environment has a partial effect on the performance of employees of PT Graha Sakura Jaya (Hotel Grand Sakura) Medan.

H4: It is suspected that Competence, Work Motivation and Work Environment have a simultaneous effect on the performance of employees of PT Graha Sakura Jaya (Hotel Grand Sakura) Medan.

RESULTS

PT Graha Sakura Jaya (Hotel Grand Sakura) Medan is one of the four-star hotel accommodations that is strategically located in the city center, precisely on Jl. Prof. H. M. Yamin SH No.41, Medan, North Sumatra, Indonesia, this hotel is located in the Medan business district, 1 km from the Center Point Mall and Medan Train Station, and 3 km from the Maimun Palace built in the 19th century which began with a vision to provide high-quality accommodation that meets the needs of guests since its establishment, the reputation

of the Grand Sakura Hotel Medan has been built through years of experience in the hospitality industry. Grand Sakura Hotel has always experienced changes such as the addition of buildings and services that continue to develop until now it has reached 4 stars, with its strategic location, Grand Sakura Hotel has become a central destination for business and tourism activities in Medan. Not only a geographical marker, but also a place where various layers of history meet, complement each other, and form the foundation for what is witnessed and felt by its loyal guests. Based on the research results obtained to determine the effect of competence, work motivation, and work environment on employee performance at PT Graha Sakura Jaya (Hotel Grand Sakura) Medan, multiple linear regression analysis is used to determine whether there is a positive or negative relationship between each independent variable and the dependent variable, as well as the direction of the relationship. The following are the results of multiple linear regression analysis conducted with SPSS:

Table 2. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.792	1.785		13.890	.000
	TotalX1	.172	.067	.789	3.876	.031
	TotalX2	.191	.084	.899	4.569	.049
	TotalX3	.163	.046	.638	3.524	.001

Source: SPSS 25 Processing Data (2024)

The coefficient value of the independent variables (competence, work motivation and work environment on employee performance) is displayed based on table 4.10 above. The results of the correlation coefficient values produced can be developed as a regression equation as follows:

$$Y = 9.792 + 0.172X_1 + 0.191X_2 + 0.163X_3$$

The following can be said in relation to the regression equation above:

If competence, work motivation and work environment are in good condition (fixed), then the constant can be stated as 9.792. The performance of the company's employees is then expressed as 9.792. If the constant is between +1 and less than -1, then the variables X1, X2, and X3 all contribute to the variable Y.

Competence obtained with a value of 0.172. Showing each increase in competence in the company, the company's employee performance process will increase by 0.172. If the value is not equal to 0, it indicates that the Y variable has an effect on the X1 variable.

Work motivation obtained with a value of 0.191. Showing each increase in work motivation in the company, the employee performance process will increase by 0.191. If the value is not equal to 0, it indicates that the Y variable has an effect on the X2 variable.

Work environment obtained with a value of 0.163. Showing each increase in the work environment in the company, the disclosure of the company's employee performance will increase by 0.163. If the value is not equal to 0, it indicates that the Y variable has an effect on the X3 variable.

Hypothesis testing is a procedure that will produce a decision or reject a hypothesis. Hypothesis testing is carried out to determine the effect of independent variables on their dependent variables. This research hypothesis test uses the t-test (partially), F-test (simultaneously) and the Determination Coefficient Test.

Partial Test (t)

Table 3 Partial Test (t)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.792	1.785		9.890	.090
	TotalX1	.172	.067	.789	3.245	.031
	TotalX2	.191	.084	.899	3.101	.049
	TotalX3	.163	.046	.638	3.524	.001

Source: SPSS 25 Processing Data (2024)

Based on the table above, it can be concluded that regarding the partial hypothesis test of each variable with t-table when the degrees of freedom are used to find significance in the t-table ($df=a/2$, $n-k-1$, or $df=0.05/2$, $72-3-1=68$ (1.99547)):

Testing the influence of competence on employee performance

Competence has a significant effect on employee performance, according to the table above shows the significance value of the competency variable which is 0.031. Because this nominal is <0.05 , H_0 is rejected and H_1 is accepted. The t-value of the competency variable is 3.245. The level of significance of t-table when using ($df = a / 2$, $n-k-1$ or $t = 0.05 / 2$, $72-3-1$ where $t = 0.025$, 68) is 1.99547. Because $t\text{-count} > t\text{-table} = 3.245 > 1.99547$ which can be observed from the data H_0 is not approved and H_1 is approved. As a result, competence has a beneficial and significant impact on employee performance.

Testing the influence of work motivation on financial performance

Work motivation has a significant effect on employee performance, according to the table above shows the significance value of the motivation variable which is 0.049. Because this nominal is <0.05 , H_0 is rejected and H_2 is accepted. The t-value of the work motivation variable is 3.101. The level of significance of t-table when using ($df = a / 2$, $n-k-1$ or $t = 0.05 / 2$, $72-3-1$ where $t = 0.025$, 68) is 1.99547. Because $t\text{-count} > t\text{-table} = 3.101 > 1.99547$ which can be observed from the data H_0 is rejected and H_2 is accepted. As a result, work motivation has a beneficial and significant impact on employee performance.

Testing the influence of the work environment on employee performance

The work environment has a significant effect on employee performance, according to the table above shows the significant value of the work environment variable which is 0.001. Because this value is <0.05 , H_0 is rejected and H_3 is accepted. The t-value of the work environment variable is 3.524. The level of significance of t-table when using ($df = a / 2$, $n-k-1$ or $t = 0.05 / 2$, $72-3-1$ where $t = 0.025$, 68) is 1.99547. Because $t\text{-count} > t\text{-table} = 3.524 > 1.99547$ from this value, H_0 is rejected and H_3 is accepted. As a result, the work environment has a beneficial and significant impact on employee performance.

Simultaneous Test (F)

The test called F test also known as simultaneous test or Anova test, is used to demonstrate how all variables interact (Competence, Work Motivation and Work Environment) with the dependent variable (Employee Performance) whether or not the hypothesis is accepted. The results of the simultaneous hypothesis are shown in the following table:

Table 4 Simultaneous Test
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	25.971	3	8.657	5.507	.002 ^b
	Residual	106.904	68	1.572		
	Total	132.875	71			

a. Dependent Variable: totally

b. Predictors: (Constant), TotalX3, TotalX2, TotalX1

Source: SPSS 25 Processing Data (2024)

From the table above, when a significant value of 0.002 is obtained, H_0 is rejected and H_4 is accepted, which shows that competence, work motivation and work environment have a simultaneous effect on employee performance.

Test of Determination Coefficient

The Determination Coefficient or R Square in multiple linear regression is used to determine the level of contribution or high or low influence between employee performance as an independent variable on competence, work motivation and work environment as dependent variables. It has a value that only ranges from 0 to 1. The ability of the independent variable to explain the dependent variable is very limited because

the R Square value is low. On the other hand, if the number is close to 1, then the independent variable almost entirely contributes to the prediction of the dependent variable. The following are the findings of the determination coefficient test:

Table 5 Test of Determination Coefficient

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.841 ^a	.797	.650	1.643	1.020

a. Predictors: (Constant), TotalX3, TotalX2, TotalX1

b. Dependent Variable: totally

Source: SPSS 25 Processing Data (2024)

The summary model data in Adjusted R Square 0.797 is presented in the table above. This shows that the independent factors, namely competence, work motivation and work environment, can explain the dependent variable by 79.7%. While the remaining 20.3% is influenced by variables not covered in this study and other factors.

DISCUSSION

In this study, t-test and f-test were used to test multiple linear regression. The performance of PT Graha Sakura Jaya (Hotel Grand Sakura) Medan employees is the dependent variable. The t-test was used to determine whether there was a partial influence between the independent variables including competence, work motivation and work environment. While the F-test was used to determine whether the independent factors simultaneously influenced the dependent variable. Competence, work motivation and work environment all have an impact on the performance of PT Graha Sakura Jaya (Hotel Grand Sakura) Medan employees, according to the results of data management using SPSS25.

The Influence of Competence on Employee Performance

Based on the results of this study, it shows that the results of partial hypothesis proof of the independent variable of competence on employee performance through the above study obtained t count of 3.245 and t table 1.99547 or t count > t table = 3.245 > 1.99547 with a significant value of 0.031 which means the significant value is greater than 0.05 (0.031 < 0.05). So it can be concluded that the competency variable partially has a positive and significant effect on the performance of employees of PT Graha Sakura Jaya (Hotel Grand Sakura) Medan. This is indicated by the results of the calculation of competence affecting employee performance. This study is supported by Wibowo's theory (2017) Competence is an ability to carry out or do a job or task that is based on skills and knowledge and supported by the work attitude required by the job. The results of this study agree with the results of research conducted by Suwardi (2023) that in his research on the influence of Competence, Work Environment and Work Motivation on Employee Performance (Sukakarya District Office, Bekasi Regency). Shows that competence has a positive and significant partial effect on employee performance.

The Influence of Work Motivation on Employee Performance

Based on the results of this study, it shows that the results of partial hypothesis proof of the independent variable of work motivation on employee performance through the above study obtained t count of 3.101 and t table 1.99547 or t count > t table = 3.101 > 1.99547 with a significant value of 0.049 which means the significant value is greater than 0.05 (0.049 < 0.05). So, it can be concluded that the work motivation variable partially has a positive and significant effect on the performance of employees of PT Graha Sakura Jaya (Hotel Grand Sakura) Medan. This is indicated by the results of the calculation of work motivation affecting employee performance. This study is supported by Hasibuan's theory (2017) that motivation is the provision of driving force that creates a person's work enthusiasm, so that they are willing to work together, work effectively and integrate with all their efforts to achieve satisfaction. The results of this study agree with the results of research conducted by Suwardi (2023) that in his research on the influence of Competence, Work Environment and Work Motivation on Employee Performance (Sukakarya District Office, Bekasi Regency). Shows that work motivation has a positive and significant partial effect on

employee performance.

The Influence of Work Environment on Employee Performance

Based on the results of this study, it shows that the results of partial proof of the hypothesis of the independent variable of the work environment on employee performance through the above study obtained a t count of 3.524 and a t table of 1.99547 or $t_{count} > t_{table} = 3.524 > 1.99547$ with a significant value of 0.005 which means the significant value is greater than 0.05 ($0.001 < 0.05$). So, it can be concluded that the work environment variable partially has a positive and significant effect on the performance of employees of PT Graha Sakura Jaya (Hotel Grand Sakura) Medan. This is indicated by the results of the calculation of the work environment affecting employee performance. This study is supported by Junaidi's theory (2021) The work environment is everything that is around workers that can influence them in carrying out the tasks assigned. Organizations must be able to pay attention to the conditions in the organizational environment, both inside and outside the workplace, so that employees can work smoothly, safely and comfortably. The results of this study agree with the results of research conducted by Suwardi (2023) that in his research on the influence of Competence, Work Environment and Work Motivation on Employee Performance (Sukakarya District Office, Bekasi Regency). Shows that the work environment has a positive and significant partial effect on employee performance.

The Influence of Competence, Work Motivation and Work Environment on Employee Performance.

Based on the results of this study, the results of the simultaneous proof of the hypothesis of competence, work motivation and work environment on employee performance through the results of the research data obtained f count of 5.507 and f table 2.740 or $f_{count} > f_{table} = 5.507 > 2.740$ with a significant value of 0.002 which means the significant value is smaller than 0.05 ($0.002 < 0.05$). So, it can be concluded that competence, work motivation and work environment simultaneously have a positive and significant effect on employee performance at PT Graha Sakura Jaya (Hotel Grand Sakura) Medan. The results of this study are in line with the research that the results of this study agree with the results of research conducted by Suwardi (2023) that in his research on the influence of the Influence of Competence, Work Environment and Work Motivation on Employee Performance (Sukakarya District Office, Bekasi Regency). Shows that competence, work motivation and work environment have a positive and significant effect simultaneously on employee performance.

CONCLUSIONS

Competence towards employee performance through the research above obtained t count of 3.245 and t table 1.99547 or $t_{count} > t_{table} = 3.245 > 1.99547$ with a significant value of 0.031 which means the significant value is greater than 0.05 ($0.031 < 0.05$). So H1 is accepted.

Work motivation towards employee performance through the research above obtained t count of 3.101 and t table 1.99547 or $t_{count} > t_{table} = 3.101 > 1.99547$ with a significant value of 0.049 which means the significant value is greater than 0.05 ($0.049 < 0.05$). So H2 is accepted.

The work environment on employee performance through the research above obtained t count of 3.524 and t table 1.99547 or $t_{count} > t_{table} = 3.524 > 1.99547$ with a significant value of 0.005 which means the significant value is greater than 0.05 ($0.001 < 0.05$). So H3 is accepted.

Competence, work motivation and work environment on employee performance through the results of the research data obtained f count of 5.507 and f table 2.740 or $f_{count} > f_{table} = 5.507 > 2.740$ with a significant value of 0.002 which means the significant value is smaller than 0.05 ($0.002 < 0.05$). So H4 is accepted.

Based on the results of research that has been conducted regarding the influence of competence, work motivation, and work environment on employee performance at PT Graha Sakura Jaya (Hotel Grand Sakura) Medan, several suggestions that can be given to improve employee performance are as follows:

To improve employee competitiveness, companies can encourage employees to take certification programs that are relevant to their field of work. This will not only improve their competence but also give them greater confidence in carrying out their duties.

Providing clear career paths and promotion opportunities to high-performing employees will increase their work motivation.

Building a positive and inclusive work culture where employees feel valued and supported. Management needs to communicate well with employees, listen to their input, and create a harmonious and collaborative work environment.

Conduct regular monitoring and evaluation of programs that have been implemented to see their effectiveness in improving employee performance. Employee feedback must be considered and used to make necessary adjustments to existing programs.

REFERENCES

- Anshari, Iqzal, Rahadi, A., et al (2019) Pengaruh Kompetensi, Motivasi Kerja dan Lingkungan Kerja terhadap Kinerja Karyawan pada PT. Datascrip Cabang Makassar. *Paradoks: Jurnal Ilmu Ekonomi*, Volume 2 No 3 (2019) <https://doi.org/10.57178/paradoks.v2i3.178>
- Armstrong, M., & Taylor, S. (2014). *Human Resource Management Practice*. London: Kogan Page.
- As'ad, Ajmal (2021) Pengaruh Kompetensi, Motivasi Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan. *YUME: Journal of Management*, Volume 4 No. 1 (2021). <https://doi.org/10.37531/yum.v4i1.965>
- Barber, A. E., & Pittaway, L. A. (2000). Barriers to Growth in Small Firms: The Role of Human Resources. *International Small Business Journal*, 18(4), 319-335.
- Boyatzis, R. E. (1982). *The Competent Manager: A Model for Effective Performance*. New York: John Wiley & Sons.
- Boyatzis, R. E. (2008). Competencies in the 21st century. *Journal of Management Development*, 27(1), 5-12.
- Gibson, J. L., Ivancevich, J. M., & Donnelly, J. H. (2000). *Organizations: Behavior, Structure, Processes*. Boston: Irwin McGraw-Hill.
- Hasibuan Malayu S.P, 2017, *Manajemen Sumber Daya Manusia*, Jakarta: PT Bumi Aksara.
- Hutapea, Parulian dan Thoha, N.(2008). *Kompetensi Plus : Teori, Desain, Kaus dan Penerapan untuk HR dan Organisasi yang Dinamis*. Gramedia Pustaka Utama, Jakarta
- Junaidi, J. (2021). Pengaruh Lingkungan Kerja dan Kompetensi Terhadap kepuasan Kerja dan Kinerja Pegawai. *Jurnal Ilmu Hukum, Humaniora dan Politik*, 1(4)
- Kariyamin., Hamzah, Nasir., Lantara, Niniek (2023) Pengaruh Motivasi, Kompetensi, dan Lingkungan Kerja terhadap Kinerja Pegawai. *Jurnal Tata Kelola*, Volume 10 No. 1 (2023) <https://doi.org/10.52103/jtk.v10i1.65>
- Kholik, Kholilul., et al. (2022) The Role of Leadership on Sustainable Improvement in Improving Product Quality in The Division of PT. North Sumatra Coal Inalum. *International Journal of Health, Economics, and Social Sciences (IJHESS)*, Volume 4 No. 1 Edisi Januari (2022); <https://dx.doi.org/10.56338/ijhess.v4i1.2164>
- Kholik, Kholilul., et al (2022) Dimensi Kualitas Pelayanan Kesehatan Berbasis Manajemen Mutu di Puskesmas Kota Medan. *Jurnal Sinar Manajemen*, Volume 9 No. 3 Edisi November 2022 <https://doi.org/10.56338/jsm.v9i3.3017>
- Khoyrun, Huda., Sutanto, Aftoni., Hidayat, Choliq, Abdul. (2020) Pengaruh Kompetensi, Motivasi dan Lingkungan Kerja terhadap Kinerja Dosen Perguruan Tinggi Swasta Daerah Istimewa Yogyakarta. *Jurnal Ilmiah Ekonomi Global Masa Kini*, Volume 11 No. 1 <https://doi.org/10.36982/jiegm.v11i1.1059>
- Krisnandi, Herry., & Saputra, A. N. (2021) Kompetensi, Komunikasi, Kedisiplinan dan Lingkungan Kerja Terhadap Kinerja Karyawan. *Oikonomia: Jurnal Manajemen*, Volume 17 No. 1 <https://doi.org/10.47313/oikonomia.v17i1.1226>
- Quinta, Jane, Faridah., & Bernarto, Innocentius. (2021) Pengaruh Lingkungan Kerja, Kompetensi, Motivasi dan Kepuasan Kerja terhadap Kinerja Karyawan pada PT. XYZ. *Jurnal Administrasi Bisnis (JAB)* Volume 11 No. 2 <https://doi.org/10.35797/jab.v11.i2.123-131>
- Saragih, M. A., Lie, D., Butarbutar, M., & Nainggolan, L. E. (2018). Pengaruh Pengembangan SDM, Motivasi, dan Kepuasan Kerja Terhadap Disiplin Kerja Pegawai Pada Kantor Pertanahan Kabupaten Simalungun. *SULTANIST: Jurnal Manajemen Dan Keuangan*, 6(2), 59-69.
- Sena, Aditya., dkk. (2022). *Metodologi Penelitian Kuantitatif, Kualitatif, dan Kombinasi*. Bandung: CV. Media Sains Indonesia.
- Sugiono (2019) *Metode Penelitian Kuantitatif*. Bandung: Alfabeta.
- Suwardi Muhamad (2023). Pengaruh Kompetensi, Lingkungan Kerja dan Motivasi Kerja Terhadap Kinerja Pegawai Kantor Kecamatan Sukakarya Kabupaten Bekasi. *Sumber Daya Manusia*. Universitas Islam Negeri Syarif Hidayatullah Jakarta