

Impact of Competency on Performance Through Work Motivation And Job Satisfaction Employees Hotels In City Makassar

Mohammad Hatta¹, mansyur ramly², Sanusi Hamid, roslina Alam⁴,
^{1,2,3,4} Muslim University of Indonesia

Abstract: Competency impact on performance through work motivation and employee satisfaction Hotel in Makassar City This research focuses on human resources that have competency/skill (skill) so that will impact on job satisfaction and motivation that makes performance good, and finally the employee will be glad to work (satisfied) to the job. This research was conducted on Hotel in Makassar city. The chosen Hotel in the city of Makassar as the location of this research is based on the reason that researchers see that there is a difference in research (Gap Research) on previous research on competence, motivation, job satisfaction and performance with so the sample in this research 20 variable indicators x 10 = 200 samples. Research Data will be analyzed with statistical analysis tools through the use of Structural Equation Modeling (SEM). The result of this research competency has positive and significant impact on the work motivation of hotel employees in Makassar City. Competence is positive and significant to the employee satisfaction of hotel employees in the city of Makassar. Competencies are positively and significantly impact on the employee performance of hotels in Makassar City. 4. Work motivation is influential and significant to the job satisfaction of hotel employees in Makassar City. The motivation of the work owned by the hotel employees is able to improve their work satisfaction. 5. Work motivation is positively and insignificant to the performance of hotel employees in Makassar City. The motivation of work owned by the company employees can encourage their performance even though the Significance of work Satisfaction has a positive and significant impact on the employee's performance of hotels in Makassar City. This shows that employees who have good job satisfaction so that they will make the performance good. Competency is positive but not significant to performance through work motivation. These results suggest that the competencies owned by hotel employees impact on employee performance through the motivation of work positive but not significant to performance through job satisfaction
Keywords: competence, Motivasiworkmotivation, KepuasanJobsatisfaction, performance

Date of Submission: 08-06-2020

Date of Acceptance: 25-06-2020

I. Introduction

Human Resources (HR) has a very important role in the company, because it is appropriate when management provides more attention through policies taken to improve employee performance. Nowadays many problems arise related to employment especially the performance of employees, therefore problems related to performance need to be sought out the way out. Every employee in a company is required to make a positive contribution through good performance, given the performance of the company depending on the performance of its employees. Performance is the level of the employees achieving the requirements of the work efficiently and effectively Simamora (2006). Employee performance is a working achievement, which is a comparison of work that can be seen in real life with the organization's predefined work standards. Then Robbins (2008) defines the performance of an outcome achieved by the employee in his job according to certain criteria that apply to a job.

Every company expects success, to achieve such success requires the presence of qualified employees so that the company's performance will be well as expected. To create qualified employees, it takes a strong push from the leader and the employees themselves. Such encouragement can be a motivation to employees, aiming to improve performance.

Qualified employees are employees whose performance can meet the targets or goals set by the company. To acquire employees who have a good performance it is necessary to implement performance. Mangkuprawira and Hubeis (2007) mention that employee performance is influenced by intrinsic and eccentric factors. Factors – intrinsic factors that affect employee performance consist of education, experience, motivation, health, age, skill, emotion and spiritual. While the extrinsic factor that affects the employee's performance consists of physical and non-physical environment, leadership, vertical and horizontal communication, compensation, control in the form of supervision, facilities, training, workload, working

procedures, penalty system and so on.

One of the best performance forms is the ability that can also be interpreted as competence. Miyawaki in Mohd Noor & Dola (2009) gives the definition of "competency include the aptitude necessary to enhance basic abilities and to raise job performance to a higher level". The definition explains that competence can be defined as the talent needed to improve basic ability and to improve performance to a higher level. While Spencer and Spencer (1993) states that, "a competency is an underlying characteristic of individual that is related to criterion-referenced effective and/or superior performance in a job or situation".

The view explains that a person's competence is an individual basis that relates to effective and superior performance in a job. An employee with high competence such as knowledge, skills, skills, and attitudes that fit the position that is in the victim is always encouraged to work effectively, efficiently and productively. This is because with the competence of the employees are increasingly able to carry out the tasks that are charged to him, because the success of an organization is influenced by the resources that exist in the organization, both human and financial resources. Human resources have an important role to achieve your organizational goals. For that it takes adequate resources in the organization especially the business organization that is engaged in the hospitality sector.

Human resources planning, especially in the hospitality sector in the city of Makassar, is very important and not easy. Companies engaged in the hospitality sector must support the realization of a quality human resources process. The role of human resource management is not small, because as a center of managers and human resource providers for other departments residing in the Department of Hospitality.

Companies that are engaged in the hospitality sector there are several departments that require competent and experienced human resources in their field, such as in the Department of Food and Beverage Product (food and beverage), the Department of Housekeeping (housekeeping), Food and Beverage Service (Tata Hidang), the Department of Marketing and Sale (marketing and sales), engineering and the Department of Human Resources (personnel), need a workforce that is competent in their respective fields.

Human resources that are engaged in the hospitality sector need to get attention and review sharper and given greater weight by the company because the human resources in hospitality hold key in the company's activities, predict, and determine the success and decline of the company. The hospitality sector is expected to be able to solve fundamental socio-economic problems, one of its roles is to expand job opportunities that can cope with unemployment issues, expand opportunities to strive, tell people's income and accelerate poverty alleviation.

According to Wahab (1992) Tourism services is one kind of new industry that is able to accelerate economic growth and employment provision, increase in income, standard of living and stimulate other productive sectors. In addition, there are many meanings that can be taken in the development of tourism sector, one of which is to promote the unity of the nation whose people have different areas, dialects, customs and various flavors.

The enactment of Asean Economic Community (MEA), workers-foreign workers can work in Indonesia and have their own expertise or competence and become a challenge for human resources in Indonesia. Therefore, Indonesian society is required in order to compete in free trade which itself will create a quality competition for human resources itself.

Changes in the field of human resources are followed by changes in the competence and ability of a person who concentrates on human resources management. The wider development of competencies from human resources practitioners ensures that human resource management plays an important role in the success of the organization. Competence has now become part of the development management language. Job standards or competency statements have been made for most positions as a basis for determining training and qualification skills. Competencies illustrate the basic knowledge and performance standards required to successfully complete a job or hold a position. Methods used to identify competencies to support the ability to concentrate on behavioral outcomes.

Competence is an ability to carry out or perform a work or task based on skills and knowledge and supported by the working attitude demanded by the work. Competency of employees consisting of knowledge, skills/skills, attitude (attitude), if adjusted to the field of work required by the company, can produce performance of achievement employees.

In ministerial regulation number PM. 53/HM. 001/MPEK/2013 concerning the standard of hospitality business it is expected that the hotel has 50% of employees who are certified by competency by the certification Body of profession (LSP) tourism. This condition is an obligation that cannot be avoided by entrepreneurs and entered into absolute criteria. In general for the hotel, hiring employees who are certified more profitable than those who are not certified because it is certain that employees are secured according to the degree of competence in question. For employees who have been certified competency will give high confidence in doing services in hospitality. Certified and not certified will be very different when compared to both ability and behaviour. In the competency certification program, it is divided into several certification schemes that lead to

the type of work and its department.

With competence/skills will make workers motivated in working so that will affect its performance. Taherence Mitchell said that motivation will affect work performance by looking at individual inputs and job contexts are two key categories that bias affects motivation. The motivation of behavior will be directly affected by skills and knowledge.

Motivation is the willingness to give more effort to achieve organizational objectives, caused by the willingness to satisfy the individual needs of Robbins (1996). With the right motivation, the employees will be encouraged to do as much as possible in carrying out their duties because they believe that with the success of the organization in achieving the objectives and various targets, the personal interests of the members of the organization will be covered also. With high motivation will create a commitment to what he is responsible for completing each job (McNeese – Smith E. T al., 1995).

A good working motivation will encourage a person to provide maximum working quality that will also increase loyalty to the company. Nitisemito (1992) explains that loyalty is an employee's loyalty to the company in which he works. Corporate employee loyalty will be able to give a sense of responsibility to his work. To be able to create employee loyalty to the company, the leader must strive to make employees feel same with the company. With the feeling of same the company's progress or setbacks will be felt also by them. The company's progress can be felt by employees in the form of corporate profit distribution, increased employee compensation, bonuses, increased professionalism of employees, as well as the provision of various facilities from companies to be received by employees. Conversely the decline of the company can be felt by employees e.g. the delay or decline in the date of wage or salary, reduction of the company's facilities to employees, tightening the rules of awarding bonuses or allowances for employees, home-an to employees, giving early retirement to employees, and the most extreme is termination of employment.

One of the important objectives of the company in managing its human resource management is the work satisfaction of employees in the company. The creation of work satisfaction for employees is by increasing their achievement and will increase the output produced (performance). In addition to the compensation that the employee expects to improve its performance, employees should also be pleased with the work itself so that the motivation will create work. David McClelland, suggesting that a strong need for achievement, the urge to succeed and settle in working relates to the extent to which people are motivated to carry out his work. There are three needs to be pointed out by McClelland, (1). Need for Achievement, NACH), (2). Need for affiliation, -nAff), (3). Need for power, -nPow.

Hasibuan (2005) stated that "job satisfaction is an emotional attitude that pleases and loves his work. This attitude is reflected by the moral of work, discipline and achievement. Work satisfaction is enjoyed in work, out of work and in combination in and out of the work.

Job satisfaction is the driving factor of increasing employee performance which in turn will contribute to the improvement of organizational performance of Gorda (2004). Blum As'ad (1998) states that job satisfaction is the result of a wide range of attitudes related to work and special factors such as wages, supervision, job stability, work tranquility, opportunity for progress, Fair Work valuation, social relations in work, and superior treatment. Mathis and Jackson (2001), expressed satisfaction work is a positive emotional state of evaluating one's work experience. Strauss and Sayles (Handoko, 2001), suggest that work satisfaction is also important for employee self-actualization. According to Robbins (2003), job satisfaction is the general attitude of an individual to the work where a person with a high level of job satisfaction shows a positive attitude towards the job. Morse (Panggabean, 2004), mentions that in essence the satisfaction of the work depends on what a person wants from his work and what is obtained.

From several previous studies there was a gap research relationship between competence, motivation and job satisfaction to the performance performed by previous researchers. The results of the research conducted by Hamzah Hafied under the title Effect of Motivation, Competence, and Leadership on Job Satisfaction and Employee Performance of Local Revenue Agency in South Sulawesi Province "which from the results of the study said that the competency and satisfaction of employee work has no effect on performance. "Competence has no effect on job satisfaction and performance, as well as the leadership does not affect on job satisfaction".

While the results of research conducted by ArmanuThayyib, et al. Under The title The Effects of Human Resource Competence, Organisational Commitment and Transactional Leadership on Work Discipline, Job Satisfaction and Employee's performance that The results indicated that Work Discipline was significantly influenced by HR Competence and OC. Further, it was also found that there were significant effects between OC, transactional leadership and employee " s workdiscipline with employee " s performance.

Looking at the gap research, the authors look at important research to assess the problem of phenomena based on theories and results of previous research on human resources, especially in the hospitality sector. This research focuses on human resources that have competence/expertise so that it will impact on job satisfaction and motivation that makes performance good, and finally the employee will be glad to work (satisfied) on his job.

II. The

Human Resource Management

Management comes from the English language "to manage" which means managing an activity to achieve a predetermined goal. While human resources are one of the resources contained in an organization, it includes all those who do the activity.

George R. Terry (1977) stated that management is "a different process consisting of Planning, Organizing, Actuating, and Controlling that is done to achieve the objectives that are determined by using humans and other resources". In other words, the different types of activities that make up the management as an undivided process can be separated – separate and very closely connected. According to James. A.F. Stone (2006) management is a process of planning, organizing, leadership, and controlling the efforts of the members of the Organization as well as the use of resources that exist in the Organization to achieve the objectives of the organization that has been established previously. The first sense of management and the fact that management is both science and art, the management can be defined as the art and science of planning, organizing, drafting, directing, and supervising resources to achieve the objectives that have been established.

The function in this case is Seumlah activities that include various types of work that can be classified in a group so that it forms an administrative unit.

Louis A. Allen in his book "The Professional of Management", management is a kind of special work that requires the mental and physical effort required to lead, to plan, to supervise and to research. According to McClelland, skills and knowledge play an important role in a person's success, but the other four are playing the role of playing a much larger role. This is very much felt in more strategic work and is in the upper hierarchy in the organization. Competence according to Spence Jr. In Ruky (2006) is "an underlying characteristic of an individual that is casually related to criterion-referenced effective and/or superior performance in a job or situation" or the basic characteristics of a person (individual) that affects how to think and act makes generalization of all situations faced as well as enduring quite safe in human beings. Mangkunegara (2005) suggests that competence is a fundamental factor that someone has more ability, which makes it different from someone who has average or ordinary ability. What can be expressed about the competencies needed to deal with new challenges in the future work. Lyle & Signe Spencer with David McClelland (1990) argued that the competency profile will be increasingly important for executives, managers and employees of the increasingly competitive future of the company. Competency according to Nick Boreham (2004) Contemporary work related education and training policy represent occupational competence as the outcome of individual performance at work. This paper present a critique of this neo liberal Assumption, arguing that in many cases competence should be regreded as an atribure of groups, teams and communities. It proposes a theory of collective competence in terms of (1) making collective sense of event in the workplace, (2) developing and using a collective knowledge base and (3) developing a sense of interdependency.

Did TheMitrani In Usmara (2002) Submit That Competence Is Front Personality That Deep Dan Inherent To Someone And Behavior That Can Predictable On Various State Dan Task Job. Sedarmayanti (2008) Submit That Competence Is Characteristics Fundamental That Owned Someone That Influential Direct Against, Or Can Predicts Performance That Very Good. With other words, Competence Is What That Outstanding Performers Do More Often On More Many Situation, With Results That More Good Than What That Done Assessment Policy. Factors Other Should Note Is Behavior. Malthis and Jackson (2006) That Competence Is Characteristics Basic That Can Connected With Performance That Increased From Individuals Or Tim. Did Mathis and Jackson (2001) Submit Some Competence That Should belonged to Individual. Did Their Have Three Competence That Should Owned A Practitioners Source Power Human I.e First Knowledge About Business Dan Organization, Then Second Knowledge About Influence Dan Change Management And Knowledge Dan Expertise Source Power Human That Specific. Becker et.al, (2001) Deliver A Study That Done By the University of Michigan School of Business Make Framework Reference Template Competence That More Complete Says Have Five Competence That Needed I.e Credibility Personal credibility, Ability Manage Change (Ablitiy To manage changes), Ability Manage Culture (Ablity To manage culture), Able Practice Source Power Human (Delivery of human Rosources Practice) and Knowledge About Business (Knowledge of the business). Have More Many Organization That Use Some In terms Analysis Competence. Three Reason Main Organization Use Approach Competence Is : To Communicate Behavior That Appreciated In Entire Organization, To Increase Level Competence In Organization TheDan To Emphasize Capabilities Employees To Increase Advantages Competitive Organizational. Have Source Power Human That Competent Is Must For Company. Manage Source Power Human By Competence Believed Can More Guarantee Success Reach Goal. Some Great Company Wear Competence As Basic In Choose People Manage Performance, Training Dan Development And Giving Compensation. Process Recruitment Dan Selection Directed To Find The person who Approaching Their competence, So Also As To Development Performance Dan Career Employees. Every Times Held Test Competence Assessment To Match Do Employees Can Meet Model Their competence Or Not. When Happen Lack Then Employees The Should Trained Dan Built More Further. Omissions Or Ignore

Training Can Result Employees Be Not Competent So Performance Not Maximum.

Competence in human resource management plays a critical and essential role because on the one hand is Human capital and Active agent for the development of an organization, on the other hand is a factor of the capability that is a set of skills and skills in coordinating and integrating a series of resources that exist in an organizational system that produces a series of competencies that will form core competencies (core competency). Competence as a person's ability to produce at a satisfactory level in the workplace, including the ability of a person to transfer and apply such skills and knowledge in new situations and increase the agreed benefits. Competency benefits Referring to the opinions of Rylatt and Lohan (1995) competence provides some benefits to employees, the following organizations:

Employees clarity on the relevance of previous learning, ability to transfer skills, grades, from recognized qualifications, and potential career development. There is an opportunity for employees to obtain education and training through the existing standard-based national certification access. . Assessment of previous learning and assessment of education and training results will be more reliable and consistent. Simplify changes through the identification of competencies required to manage changes. According to the Dharma (2005) Work competencies can be conducted assessments as outlined by Spencer and Spancer). The David McClelland (1996) Study of which competency variables that estimate the performance of Spencer's Work (1996) establishes twenty of the most frequently used competencies to predict success. Mc Clelland then develops together with a colleague of an "expert system" which contains the data base of competency definitions in the above items. The competency assessment method is used as a competency model for a generic job. For example a position held by a number of job holders where the basic responsibilities are the same, such as researchers or sales managers. This method is based on McClelland's competency list and uses the base data developed based on the results of his research. Main components Competency has human resources is a must for the company. Managing HR based competence in the believe can better ensure the success of achieving goals. Most companies use competence as a basis for choosing people, managing performance, training and development and compensation. Prihadi (2004) says that the main component of the competency is a set of knowledge, skills, and interrelated attitudes affecting most departments (roles or responsibilities), correlated with performance in the office, and can be measured by acceptable standards, and can be improved through training and development efforts.

Then Hutapea and Thoha (2008) revealed that there are four main components of competency formation, namely the knowledge that a person has, ability, experience, and individual behaviour. The four main components in the competency can be explained in more detail as follows: P the information is shared by someone. Knowledge is a major component of competency that is easily acquired and easily identifiable. Yuniarsih and Suwatno (2008) that: "Knowledge is an information that a person has in particular in a specific field."

Employee knowledge also determines the execution of tasks that are charged to him, employees who have sufficient knowledge will increase the efficiency of the company. But for employees who do not have enough knowledge, it will work intermittently. The factors that also contributed to the achievement of organizational objectives are the employee's skill factor. For employees who have good working skills, it will accelerate the achievement of organizational objectives, otherwise unskilled employees will slow the organizational goals. For new employees or employees with new tasks required additional skills to perform the tasks charged to him. Skill is a person's ability to do an activity or job. More about Dunnett's (2004) skill skills are as the capacity required to carry out a series of evolving tasks from training and experience outcomes. One's expertise is reflected by how well it is to perform a specific activity, such as operating an equipment, communicating effectively or implementing a business strategy. Yuniarsih and Suwatno (2008) that: "Skill (skill) is the ability to be able to carry out physical and mental tasks. In addition to employee knowledge and skills, things that need to be considered are attitudes of employees ' work behavior. If the employee has a trait that supports the achievement of organizational objectives, then automatically all tasks that are charged to him will be carried out properly.

According to Gitosudarmo and Sudita (2008) suggests that: "Work behavior is an attitude of the regularity of one's feelings and thoughts and a tendency to act on its environmental aspects." Amirullah (2002) that: "Work behavior as mental and nervous status with respect to readiness for enables, organized through experience and choosing the directing and or dynamic influence of behavior." Many companies or organisations are concerned about the experience as an appropriate indicator of job-related abilities and attitudes. Experience is the whole lesson that a person gained from the events experienced in the course of life.

Motivation

According to VeithzalRivai (2004), motivation is a series of attitudes and values that affect individuals to accomplish specific things according to individual goals. It is an invisible attitude and value that gives the power to encourage individuals to behave in achieving their goals. The motivation according to

Donoghue (1990), is a concept that is very difficult to investigate directly, because motivation is a hypothesized construction. Motifs can only be inferred based on behavior, but motivation and implementation are also not synonymous. The implementation is influenced by several factors, namely skills, proficiency and prevailing conditions. According to Siagian (1995) gives the understanding of motivation as follows, motivation is the driving force that causes a member of the organization to be willing and willing to submit skills in the form of expertise or skill, energy and time to conduct various activities that are responsible and fulfill their obligations in order to achieve the objectives and various organizational objectives that have been determined.

Hamalik (1995) states that motivation is an observational process that is observed and foretells the behavior of others, as well as determining the characteristics of the process based on a person's behavioral instructions. These clues can be trusted when they appear to foresee and explain other behaviors. Koontz in Hasibuan (1996), states that motivation refers to encouragement and effort to formulate needs or objectives.

Motivation can be concluded: (1) as a condition that moves humans toward a certain purpose. (2) as a skill in directing employees and companies in order to work successfully, so that the employee's wishes and corporate goals are also achieved. (3) As an initiation and conduct briefing. Motivational lessons are actually a behavioural lesson. (4) As energy to awaken encouragement in oneself. (5) as an influential condition arouses, directs and maintains behaviors relating to the work environment. According to Fred Luthans in his book *Organizational Behavior*, Motivation is divided into two categories: 1) The Theory of satisfaction concentrates on the factors inside the individual that encourages, directs, maintains and stops behavior, they try to determine the specific needs that motivate people, 2) process theory describes and analyzes how behaviors are encouraged, directed and processed.

The motivation theory according to Maslow motivation in every human being consists of five needs, namely; Physiological needs, sense of safety, social, appreciation and self-actualisation, this can be explained in the description below: Physiological needs such as dietary needs, drinking, physical protection, sexual, as the lowest need. A sense of security such as protection from threats, hazards, opposition and the environment. Social ownership such as the need for flavor has, the need to be accepted, interact, and the need to be loved and loving. Self esteem is like the need for self-esteem, the need to be respected and appreciated by others. Self-actualisation is like the need to use the abilities, skills, potentials, the need to argue with the use of ideas, to give judgment and criticism of something.

That in the sequence of a person's needs always follow the flow described by Maslow theory. The more the need for a person the fewer numbers or criteria of human quantity that have their needs, or the need for self-freedom to realize individual goals or expectations to develop his or her talent. According to Douglas McGregor (Theory X and theory Y) motivation There are two distinct views about humans, negatives with X and positives with the Y sign. In his formulation, human attitudes in the organization are as follows:

A. The X theory (negative) formulates assumptions such as: employees do not really like to work and if there is a chance he will avoid or be in the works. Since employees do not like to work or do not do their job, they must be regulated and controlled even feared to accept the legal disclaimer if they do not work in earnest. Employees will avoid their responsibilities and seek formal purposes as much as possible. Most employees place security over other factors that are closely related to work and will depict them with little ambition.

B. In contrast, the Y theory (positive) has the following consumption: the employee can see the work as something natural, natural and nature. People will train personal goals and control themselves if they commit a very objective commitment. The ability to make intelligent and innovative decisions is widespread in various circles.

So this theory is more favoring to the Y assumptions or the positive side of the human resource behavior within the organization. According to the theory of the need of achievement David McClelland which mentions there are 3 most determinations of human behaviour in the organization especially related to the situation of karyawan and lifestyle, namely:

a. The need for achievement, the ability to achieve relationships to the company's predefined standards as well as the struggle of employees to succeed.

b. The need for power or the work authority (Need for Powers), the need to make people behave in a reasonable and prudent State in their respective duties, or be able to influence others.

c. The need for times, a desire to be friendly and to know a closer colleague or employee in the organization, or to always join a group with others.

Work Center

Work satisfaction or job satisfaction is an emotional state that pleases or objectionable employees in view of their works. (Tangkilisan, 2007). Job satisfaction is a reflection of the worker's feelings toward his work. This is evident in the positive attitude of the work to the work faced in its environment. Conversely, unsatisfied employees will be negative to their work. Job satisfaction refers to as an overall affective orientation on the part of the individual towards the ongoing role of their work. (Seifert and Umbach, 2007) A more precise

understanding according to Sondang (2012) About job satisfaction can be realized when the analysis of job satisfaction is attributed to job achievement, the level of capacity, the desire to move, the age of employment, the level of position and the small extent of the organization. Job satisfaction does not slip into a strong motivation factor for achievement. A satisfied employee is not necessarily encouraged to excel because his satisfaction does not lie in his motivation, but it can lie in other factors, such as in the rewards gained. Regardless of what factors are used as a job satisfaction measuring instrument, it is important to strive to maintain a positive correlation between satisfaction and employee achievement. It means making the satisfaction to spur better work performance despite realizing that it is not easy.

Of the various studies it has been proved that employees of high satisfaction levels of his work will lower their level of poverty. In contrast, low employee satisfaction will work high levels of its decline. In practice correlation it means that a satisfied person's employees will be present at the place of duty unless there is a really strong reason so he backing. There is no denying that one of the factors causing the desire to move to work is dissatisfaction at the place of work now. The reasons for dissatisfaction can be varied such as low income or insufficient perceived, less satisfactory working conditions, mismatched relationships, both with superiors and with other workers, inappropriate work, and various other factors. In maintaining a harmonious relationship between the organization and its members, the relationship with job satisfaction needs attention.

Performance

In a world of colored competitions the global organization requires to work. Organizations need high performance from all of their employees, at the same time employees need feedback on their performance. The menejers should evaluate for the work in order to be aware of the actions or measures to be taken. Performance is the ability of an employee in carrying out the task and achievement of the standard of success determined by the company to the employees in accordance with the duties and authorities of Basir (2006). According to Kartono (2007), employees ' performance is an important part of the entire employee process. Every organization or agency always wants the employees to have good performance. Good job achievements the employees can help in reaching their planned goals. Performance as a capability in carrying out the task and the achievement of the standards of success that have been determined by the agency to its employees. According to Simamora (2006) stated that performance is achievement of employees ' work based on productivity, effectiveness and efficiency. According to the Mangkunegara (2005) said the performance of employees is the result of both quality and quantity achieved by the unity of the time period in carrying out the duties in accordance with the responsibilities given to him. From the defendant about the performance mentioned above basically contains the same meaning. It can therefore be concluded that performance is an ability for a person to run a job in achieving a particular goal.

Mangkunegara (Mondy and Noe, 2006) stated that performance assessment is a formal system of periodic assessment (per year or per semester) against individual or group performance. In the end, the period of time set at which time to do the assessment is to compare between the actual results obtained by planned. The activity in question is to measure the performance of each workforce in developing the next working quality of coaching, the job improvement action that is less in line with the job description. Performance assessment refers to a formal system and structure that claims to be through and influence the properties relating to the work, attitudes and outcomes including the level of absence. The fundamental purpose of performance research is to produce accurate information about the behavior and performance of the members of the organization, where the objectives can be divided into two namely: evaluation and development. A nudge evaluation approach to assess past performance as a basis and development to perform the decision, (Bednadin and Russel, 2010).

III. Research Method

This type of research uses a explanatory research approach, meaning that in providing explanations about causality relationship between variables must be through the first hypothesis testing of the goal in order to obtain the right test results so that it can be drawn conclusions that are causality (cause) or can also be through the testing of hypoetsis. Sekaran (2003). This research was conducted on Hotel in Makassar city. The chosen Hotel in the city of Makassar as the location of this research is based on the reason that researchers see that there are differences in research (Gap Research) on previous research on competence, motivation, job satisfaction and performance. In this case, researchers see that there is a decline in job motivation, job satisfaction and employees ' performance related to competence and researchers wanting to know more in the more dominant performance affecting Hotel employees in Makassar City, consisting of 5-star hotels, 4-star hotels, and 3-star hotels. In this study, two-star hotels and Jasmine were not entered because there were several things about the company's policy of compensating employees. The population in this research is an employee of 3 star hotel, 4 star and 5 star in Makassar City. According to Sugiyono (2013) that the population is a generalization area consisting of objects/subjects that have a specific quantity and characteristic set by the researcher to be studied and then withdrawn in conclusion. In this study there were 20 indicators that were isolated from each of the

variables and then in multiply 10. So the samples in this study were 20 variable indicators x 10 = 200 samples. Research Data will be analyzed with statistical analysis tools through the use of Structural Equation Modeling (SEM). Here are the stages of data analysis in the study.

IV. Results And Analysis

In this study, the influence of competency on performance by mediated by motivation variable and work satisfaction variable to be analyzed using Structural Equating Modelling (SEM) analysis technique. Stages in the SEM analysis include the testing phase of the model measurement, the test prerequisite of SEM analysis and structural modelling testing. Model Measurement testing in SEM analysis, testing of the measurement model was used to test the validity and reliability of the indicators in each of the conduction. The model-to-be testing of each construction consists of several stages: the measurement model specifications, the goodness of fit model testing, the measurement of the validity of the construction test and the construction reliability test. The validity of the construct can be done by looking at the value of loading factor of each indicator in the construct. In testing this indicator is valid if it has a value of loading factor > 0.5, while the reliability test is done by calculating the construct reliability (CR) value and extracted variance value (VE). The Konstruk is stated reliable if the CR value of the model > 0.7 and the VE model > 0.5 value. The following is the result of the entire construction model of testing that will be analyzed in this SEM analysis:

In this study, competency variables were measured using 5 indicators. The following are the specifications of the competence variable measurement model based on the test results of the model:

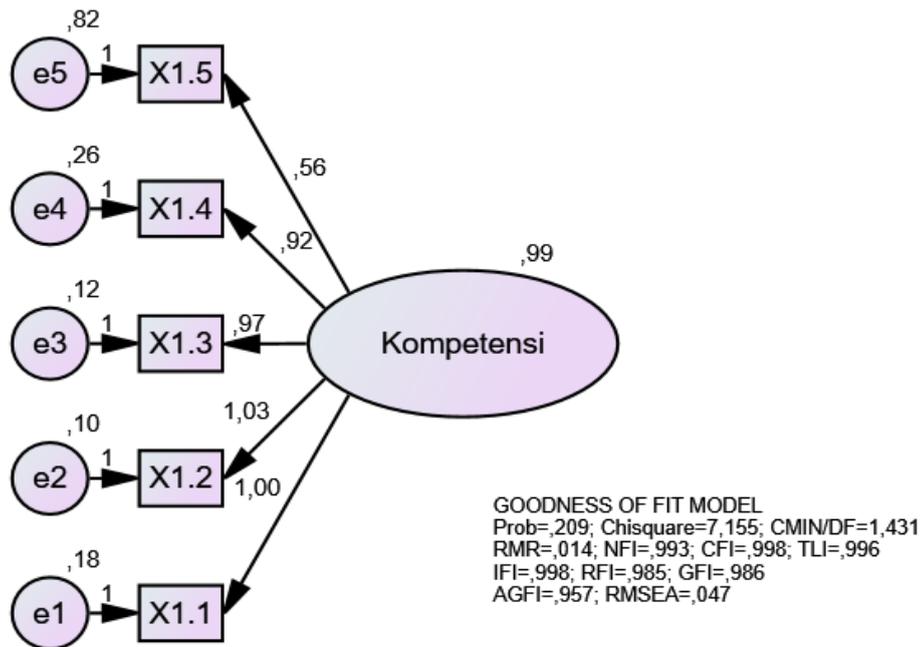


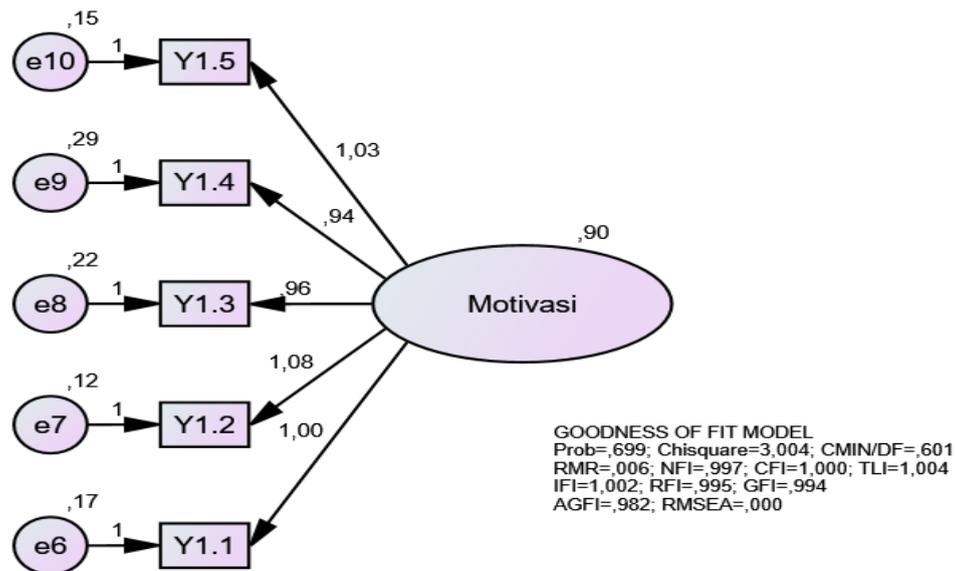
Figure 1. Competency variable Measurement Model specifications

Based on the image above, shows that the model already has a good goodness of fit model and the whole indicator has a loading factor value greater than 0.5, so that each indicator is stated to be eligible to measure the available variable model.

No.	Variable	Indicators	Standard Loading	Standard Loading2	Measuremen Error	Construct Reliability	Variance Extracted
1	Competence	X 1.1	0.919	0.845	0.155	0.931	0.737
		X 1.2	0.958	0.918	0.082		
		X 1.3	0.939	0.882	0.118		
		X 1.4	0.874	0.764	0.236		

	X 1.5	0.528	0.279	0.721		
	Σ	4.218	3.687	1.313		
	Σ 2	17.792				

Based on the table above, the calculation of the Konstruk CR value was obtained at $0.931 > 0.7$, and the VE Konstruk value was obtained at $0.737 > 0.5$. This indicates that the entire indicator in the competency variable case has been reliable. In this study, the motivational variables were also measured by 5 indicators. The following are the specifications of the motivation variable measurement model based on the test results of the model:

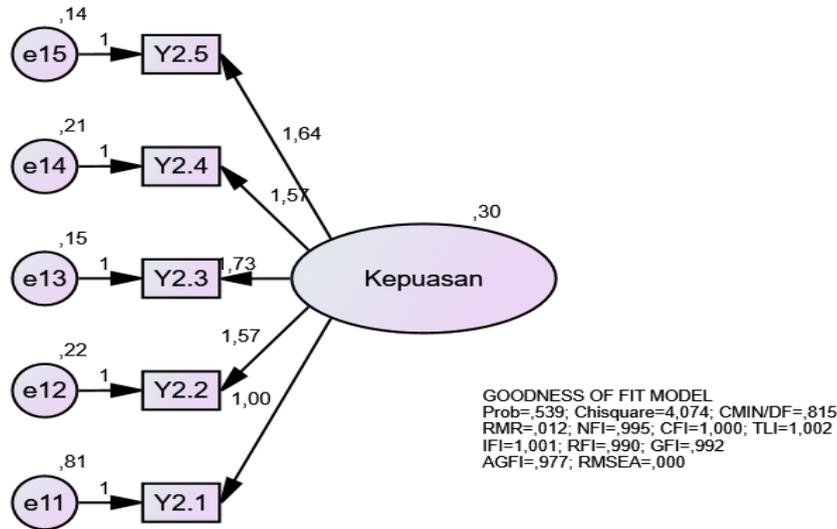


Picture 2. Measurement Model Specifications

Based on the image above, it indicates that the model already has a good goodness of fit model and the whole indicator has a value of loading factor greater than 0.5, so that each indicator is stated to be valid can measure the available variable model. CR AND VE value Calculation results

No.	Variable	Indicators	Standard Loading	Standard Loading2	Measuremen Error	Construct Reliability	Variance Extracted
2	Motivation	Y 1.1	0.919	0.845	0.155	0.959	0.826
		Y 1.2	0.948	0.899	0.101		
		Y 1.3	0.887	0.787	0.213		
		Y 1.4	0.855	0.731	0.269		
		Y 1.5	0.931	0.867	0.133		
		Σ	4.540	4.128	0.872		
		Σ 2	20.612				

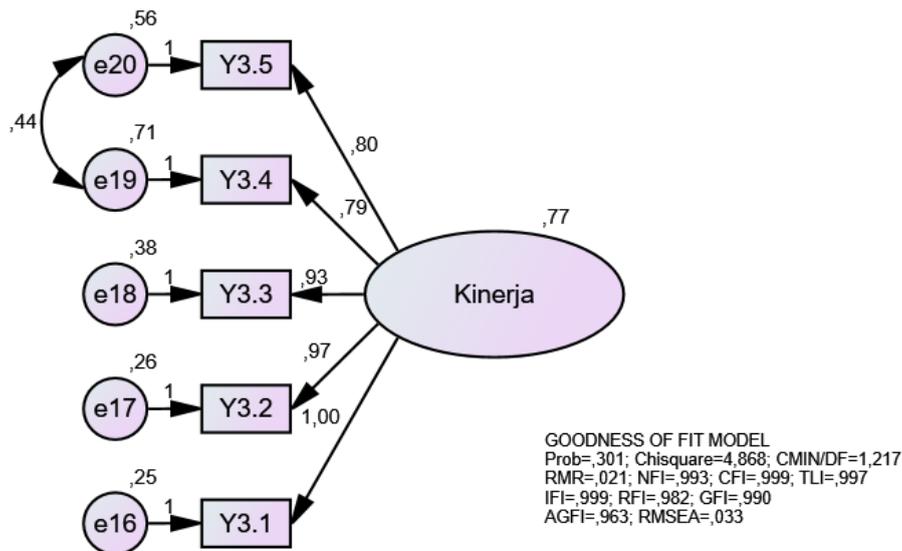
Based on the table above, the calculation of the Konstruk CR value was obtained at $0.959 > 0.7$, and the VE Konstruk value was obtained at $0.826 > 0.5$. This indicates that all indicators in the motivation variable are reliable. In this study, work satisfaction variables were measured by 5 indicators. The following are the specifications of the work satisfaction variable measurement model based on the test results of the model:



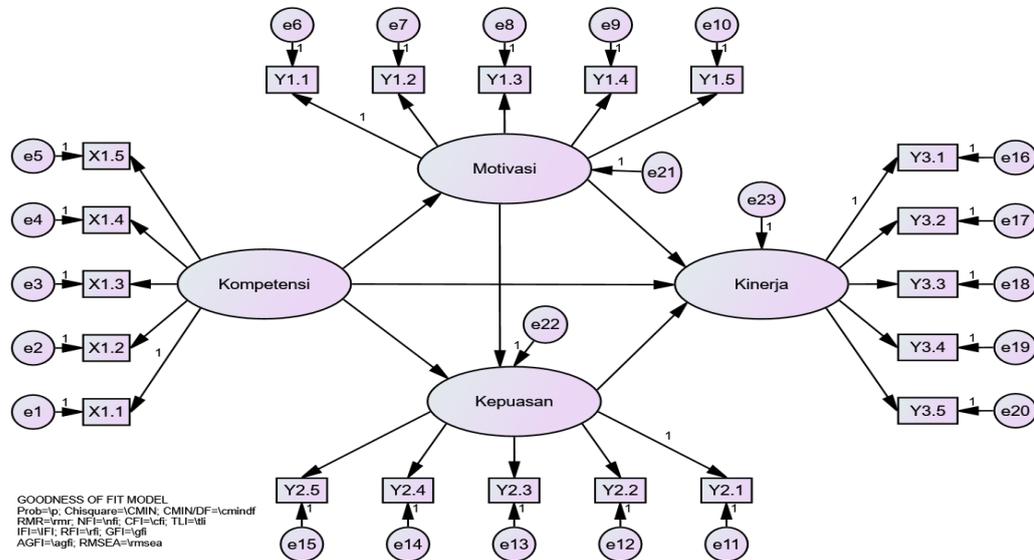
Based on the image above, shows that the model already has a good goodness of fit model and the whole indicator has a loading factor value greater than 0.5, so that each indicator is stated to be eligible to measure the available variable model.

No.	Variable	Indicators	Standard Loading	Standard Loading2	Measuremen Error	Construct Reliability	Variance Extracted
3	Satisfaction Work	Y 2.1	0.519	0.269	0.731	0.920	0.706
		Y 2.2	0.879	0.773	0.227		
		Y 2.3	0.927	0.859	0.141		
		Y 2.4	0.881	0.776	0.224		
		Y 2.5	0.922	0.850	0.150		
		Σ	4.128	3.528	1.472		
		Σ 2	17.040				

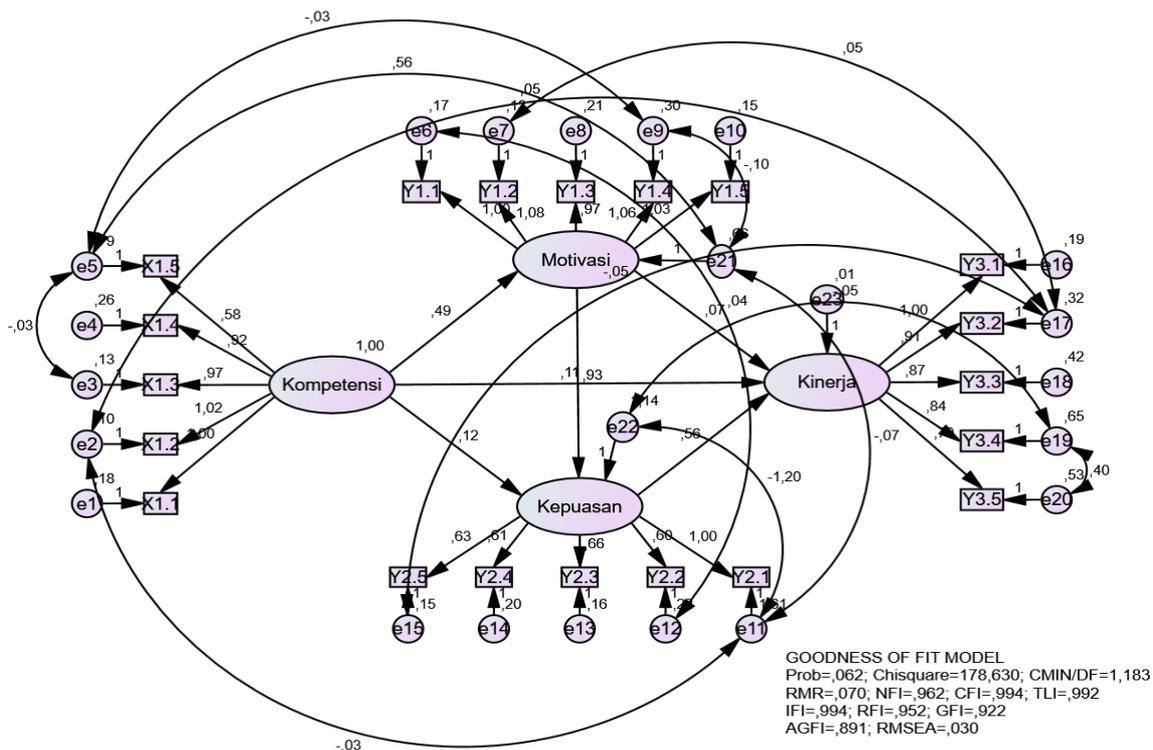
Based on the table above, the calculation of the Konstruk CR value was obtained at $0.920 > 0.7$, and the VE Konstruk value was obtained at $0.706 > 0.5$. This indicates that the entire indicator in the work satisfaction variable case has been reliable. In this study, performance variables were measured by 5 indicators. The following are the specifications of performance variable measurement models based on the test results of the model:



With reference to the hypothesis and the framework of the model built in this study through the use of the analysis model specifications SEM and built by using 20 (twenty) indicators that are specifically models are as a barfollow:



The structural model match test in SEM analysis was conducted by looking at several Goodness of Fit Model criteria such as Chi Square, Probability, CMIN/DF, RMR, NFI, CFI, TLI, IFI, RFI and GFI. In this study, the fulfillment of goodness of fit model will be focused on the indicator goodness of fit model in the form of probability value and Chi square models. The probability value and model of insignificant Chi square (probability > 0.05 and Chi Square < Chi Square (0.05, DF model)) indicates that the SEM model that is estimated with the analyzed data has the same covariant matrix as the matrix covariant population so that it can certainly provide an overview of the actual population condition. The structural models in this study are as follows:



Based on the table above, shows that out of the eight goodness of fit indices criteria look still lacking good information. There should be proof of conformity between models with data through the fulfillment of the criteria goodness of fit indices so that the modification needs to be done with the correlation between the indicators according to the instructions of the modification indices with the condition modification is done without changing the meaning of the relationship between variables. The model modification with the eligibility level can be seen in the following figure:

Goodness of Fit Index	Cut-Off value	Model results	Description
X ² -Chi-Square	≤ 180.675	178.630	Good
Probability	≥ 0.05	0,062	Good
CMIN/DF	≤ 2.00	1.183	Good
The The RMSEA	≤ 0.08	0.030	Good
Gfi	≥ 0.90	0,922	Good
AGFI	≥ 0.90	0,891	Marginal
TLI SULTAN BANTILAN	≥ 0.95	0,992	Good
Cfi	≥ 0.95	0,994	Good

Based on the modifications indices obtained the goodness of Fit value for X²-Chi-Square and P-Value with the value of the parameter goodness of fit models for the better when compared to the initial model before the modification to the value X²-Chi-Square and P-Value. After the modification of the model, for X²-Chi-Square obtained a value of 178.630 which means it has a good criterion because it is smaller than the cut-off value. The AGFI value is obtained at a value of 0.891 with a marginal criterion (enough), which is better than the criteria before the modification of the model is less good criteria on the AGFI value that is smaller than the cut-off value.

V. Discussion

The discussion of the results focuses on the results of the hypothesis testing as an effort to answer the formulation of research issues. Based on the test results using structural Equation Modeling (SEM) indicates the relationship that occurs between the exogenous variable and the endogenous variable and the one where the hypothesized hypothesis can be proven empirically. Discussion of research results consisting of the discussion of descriptive and infrential analyses is described as follows:

1. Competency influence on employee motivation work hotels in Kota Makassar

By Top Calculation An Statistics Where Value P-Value Retrieved < 0.05 and Cr Marked Positive > 1.96 Where Results Testing Value p = 0.005 < 0.05 and Cr = 7.803, Then Stated That Competence Have Influence Positive Dan Significant Against Motivation Work Employees. Results Research This States That If Employees Have Competence In Field, Then Will Increase Motivation Works. More Good Competence Individual That Owned Someone Then Will Encourage People The To Do Work With Good. Things This Then Capable Give Motivation Work To Someone To Can Complete Work With Good Dan Full Responsibility Answer. Competence Individual On Someone Not Only Located On Ability Technical Someone In Complete Work Were Appropriate With Standard Work That Have Set, But More Spacious Than It. Competence Individual Also Load About Attitude That Owned By Someone In Work Dan After Finished Work. Besides It, Competence Individual Also Have Dimensions Knowledge That Should Owned By Someone To Implement Work. In Implement Dan Complete Work Also Needed Ability In Creations Dan Innovation So Job Can Finished An Effective Dan Efficient. Not Only It, Competence Also Load About Ability Technology Dan Information. All Dimensions The Should Owned By A Individual In Support Ability Technical Work So In Complete Job Will Be More Easy. If Competence Individual This Owned An Optimal Then Passion In Work Dan Complete Work Will More High Because Lack of Obstacles In Complete Task Dan Responsibility Answer. Research This Line With Some Research Previous That Have Done By Ngatemin Dan Prompt Michael A (2012) Do Research Related Competence With Title Influence Competence Dan Compensation Against Motivation Work Employees Hotels in District Karo Province North Sumatera. As for Results Research Show That Coefficient Regression (Competence) Worth Positive (0.445), Show That Influence Competence Is Clockwise With Motivation Work. Means When Competence Employees A Company Good Will Impact Positive Against Motivation Work. Research That Same Done By Ferry NantaSebayang directly (2016) Do Research Related Competence With Title "Influence Competence Dan Climate Communication Against

Motivation Work Extension workers Agriculture Field On the body Executive Extension Agriculture, Fishing Dan Forestry District Karo ". As for Results Research Show That Have Influence Competence Communication Against Motivation Work Extension workers Agriculture Field On the body Executive Extension Agriculture, Fishing Dan Forestry District Karo. With Use T test, Retrieved Value Count Variable X1 Charge of 3.050.

2. Competency effect on employee satisfaction Hotel in Makassar City

Based on the statistic calculation of the competency variable against the work satisfaction variable where the estimate value for the competency variable against the work satisfaction variable ($X \square Y2$) is 0.119 with a regression coefficient of 0.083. While the p-value sebesar value is (0.017) with c. R of 2.376. Because the value of estimate 0.119 with a positive regression coefficient, while the P-value obtained < 0.05 and C. R marked positive > 1.96 , thereby the competency variable has a positive effect and is significant to the job satisfaction variables. This study stated that if the Hotel's employees have competence in their field, it will increase its satisfaction. This research is supported by several views such as Spencer and Spencer (2000: 96), providing the definition of "competence is a fundamental characteristic of one's : disposition, motive, konsep self-concept, knowledge and skill that can influence its behavior and ability to produce workperformance."

The results of this study found the relationship between the competency variables (X) to the work satisfaction variable (Y1) with a postive and significant influence. With the technical capability that hotel employees have on their work, and supported by knowledge, skills and innovation, and innovative thinking with a good attitude in starting the work, carrying out the job and post completion work, then the burden of responsibility given to the employees will be carried out well. All potential owned by employees in the form of an individuals competence can be optimally to the work completed. Through the results of this maximal work, hotel employees can feel more satisfied after carrying out their job well because they have devoted their resources. Apart from that, good individual competence will easily transfer his knowledge and skills to others so that the pride can be felt by employees at his own ability and also the result of his work. This can give employees a sense of satisfaction for the maximum efforts that have been made as a result of their own competence. In other words, the higher level of individual competence owned by the hotel employees will give a positive and significant influence on the satisfaction of his work.

3. Influence of competence on employee performance hotels in Makassar City

Based on the statistical calculations of the competency variable against the performance variable ($X \square Y3$) is 0.109 with a regression coefficient worth 0.120. Meanwhile, the p-value value sebesar (0.002) with C. R is positively marked at 3.138. Because the value of estimate 0.109 with a positive regression coefficient, while the P-value values obtained < 0.05 and C. R marked positive > 1.96 , thereby the Competency Variable has a Positive effect and is significant to the performance variables. The results of This study stated that by having competence in their field of expertise, it will impact on performance. This Research is supported from several views such as Becker and Ulrich's opinion in suparno (2005:24) that competency refers to an individual's knowledge, skill, ability or personality characteristics that directly influence job performance. This meansthat competence contains aspects of knowledge, skills keahlianand abilities or personality characteristics that affect performance. In line with the wenting View (1996) defines the concept of competency synonymous with performance as "demonstrated ability (including knowledge, skill, or attitudes) to perform successfully a specific task to meet standard". Competence is The ability that ditunjukkan someone demonstrated telah to accomplish certain tasks based on predefined standards. While Fogg (2004:90) which divides the competency competence into 2 (two) categories, namely the basic competencies and that distinguish the basic competencies (Threshold) and the differentiator competence (would) according to criteria used to predict the performance of a job. The basic Competence (Threshold competencies) is the main characteristic, which biasanya is usually a basic knowledge or expertise such as the ability to read, while competence would is the competency that makes one different from the others.

The results of this study explain the relationship between the competency variables (X) that have positive and significant influences on the performance variables (Y3). It ini can be explained that the better competence that dimilikiEmployeeeshave, the better The employee's performance. Kinerja Employee Performance is the highest achievement in three elements interconnected with each other, namely skill, effort and bersifat external in the effort to achieve the objectives (Snell, 1992). Skills, effort or effort and a strong Nature or character in achieving the expected goals are forms of individual competencies that harus Employees must have in performing their work. Performance is not only the maximum effort in achieving the objectives, but also the overall achievement in dalam The work carried out from knowledge, skills to the behaviour that supports employee work processes. Kartono (2007) explains that Employees' performance is an Important part of the entire employee's process. So in This case,

competence is important to be owned by the employees because the better the individual competence, the higher the performance of employees are dedicated to the company.

4. The effect of working motivation to employee satisfaction Hotel in Makassar City

By Testing Statistics From Variable Motivation Against Variable Satisfaction Work (Y1 □ Y2) Is Charge of 0.934 With Coefficient Regression Worth 0.620. While Value P-Value Charge of (***) With C.r Marked Positive Charge of 12.844. By Because Value Estimate 0.934 With Coefficient Regression That Positive, While Value P-Value Retrieved < 0.05 and C.r Marked Positive > 1.96. With So Then Variable Motivation Have Influence Positive Dan Significant Against Variable Satisfaction Work. Results Research This Show That Motivation Work Employees Hotel Can Increase Satisfaction Work Employees. Frederick Herzberg (Hasibuan, 1990) Submit Motivation Based Theory Two Factors I.e Factors Hygiene and motivators. He Divide Needs Maslow Be Two Front I.e Needs Level Low (PhysicalTasteSafeDan Social) and Needs Level High (Prestige Dan Actualization Self) And Submit That Way Best To Motivate Individual Is With Meet Needs Level High. Did Hezberg, Factors Like Policy, Administration CompanyDan Salary That Adequate In A Job Will Appease Employees. When Factors This Not Adequate Then People Not Will Insatiable. A. In His Organizational Behavior, Mention That Motivation Divided Be Two Category of of : 1 Theory Satisfaction Focus Attention On Factors In In Individual That Encourage, Direct, Maintain Dan Stop Behavior, Their Try To Determine Needs Specific That Motivate Person, 2) Theory Process Explain Dan Analyze How Behavior Driven, Directed Dan Processed.

Results Research This Explain Relationship Between Variable Motivation Work Y1 Have Influence Positive Dan Significant Against Variable Satisfaction Work (Y2), Can In Explain That More High Motivation Work Employees, Then More Satisfied Also Employees In Implement Work. Motivation For A Employees In In Company Place Implement Job, Is Things That Enough Important To Note. Employees In Implement Job Need Encouragement That Strong Good An External And Internal Private. Without Encouragement ThisProcess Implementation Job By Employees Will Done Only In Time That Short. After Time It Passed, Continuity Job Will Hampered Because Spirit Employees Will Lost With Itself.Motivation Is Power Driver So Someone Want Dan Willingly To Submit Ability Dan Source Power That Owned To Organizes Activities That Is Responsibility Answer. Willingness Employees In Submit Entire Source Power That Owned, Isn't Something Things That Done So Were. Willingness That Have In In Self Employees Should Can Actual In Process WorksDan Things It Should Supported By Power Push That Strong Like E.g Salary That Accepted Have Appropriate With Hope Employees. There are Level Security That Accepted By Employees When Implement Job TheirDan Some Power Push Other Good An Internal And External Private Employees. With Availability Entire Power Push This Dan Appropriate With Hope Employees, Then Ensured Employees Will Feel Satisfaction Their In Work. More High Motivation Work Employees That Accepted In Company Then Will Increase Satisfaction Their In Work.

Different research conducted by Anak Agung NgurahBagusDhermawan, DKK (2018) related to the variable work motivation to job satisfaction, the title is "influence of motivation, work environment, competence, and compensation to the job satisfaction and performance of employees in the Office environment Public Works Department of Bali province". The results of the study resulted in a data analysis showing there was a positive but insignificant influence from motivation to work satisfaction demonstrated by the standardized direct effect value of 0.003. This indicates that the motivation that employees have in the environment of the PU Provincial office of Bali affects the employee's work satisfaction but has no significant influence.

5. Effect of work motivation on employee performance hotels in Makassar City

Results Research This Explain Relationship Between Variable Motivation Work (Y1) that Have Influence Positive However Not Significant Against Variable Performance (Y3). Things This Can In Explain That, Motivation Work That Owned By Employees Company Can Encourage Performance Their Though Not Significant. Employees Hotel Is Individual That Work To Provides Services Service To Guests Hotel. Orientation Their In Work Is Make Guests Hotel Can Enjoy Services Service Hotel An Maximum So Focus Work Their Fixed On Satisfaction Guests. Employees Hotel Implement Job Their Appropriate With Standard Service Hotel Although Salary Or Wage Their Relatively Great Or Small However Their Remain Implement Job By Standard Operational Company. By him It, Performance Their Remain Awake Though Motivation That Given To Employees Not Should Maximum. Although So, Motivation Remain Be Front From Efforts In Boost Performance Employees Though Not Give Effect That Significant To Performance Their. Motivation In Form Other Like Level Security Work, Needs To Affiliated, Needs Against Power Dan Needs Against Award Is Front From Motivation who also Should Note In Company. Will But, Not All Company Have Character That Same In Manage Source Power Human That Their Have Including Hotel. As Provider Services Service To GuestsHotel Apply Standard Work That Oriented On Guests Hotel. Service Against Guests Should Be Priority Main Dan Capable Give Impression To Their That Service That Given Is Service The prime. Service To Guests Is

Performance Employees It Own, So Despite Motivation From Company Relatively Great Then Performance Employees Remain Will Maximum.

6. The effect of job satisfaction on employee performance hotels in Makassar City

The results of this study explain the relationship between work satisfaction variables (Y2) has a positive and significant influence on the performance variables (Y3). It ini can be explained that the more satisfied Employees work, maka The better the performance is generated. Kartono (2007) explains that Employees ' performance is an Important part of the entire employee 's process. This means that The employee 's performance is not only about the telah work done, but also the whole series of processes that begin when the employee will start hisor her work, and then perform the work and when the work is done . From the rest of the series , kinerja employee performance will feel every time and every process done by the employee . At the time of a single and the employee experienced karyawan, and then the employee felt the dissatisfaction in it so it is ensured that the work done will be affected by the discontent . From here then, this dissatisfaction will adversely affect the performance of the employees themselves. Porter and Lawler (in Mathis and Jackson, 2000) said about Job satisfaction maupun that could drive Performance Improvements, whether individual or institutional performance or organization.

Little or many changes that occur in the feeling of satisfied or dissatisfied Employees with the work , will contribute to the results of the work that has been done. When employees look bad for some of the job processes They are workingon, then the result of it will always be bad. Tangkilisan (2007) explains that work satisfaction or job satisfaction is an emotional State that pleases or objectionable employees in regard to his work. Kepuasan Job satisfaction is a reflection of the worker's feelings toward his work. It ini will be seen in the positive attitude of employees to The work faced in his environment. So in its circumstances, dimiliki employee satisfaction will give a significant and direct influence on theirperformance.

7. Impact of competency on performance through motivation work employee hotels in Kota Makassar

Based on the results of the Sobel test and coefficient value, the competency variable to the performance variable through the motivation variable of 0.159 with $P = (0.07) > 0.05$, then obtained the P-value value for the motivation variable that serves as the intervening variable is 0.077 with a standard greater than the standard P-value value of 0.05. It is inferred that the role of the motivation variable as a intervening variable is not significant in the imposition of indirect influences between the competency variables against the performance variables. The results showed that the competence of hotel employees has an influence on employee performance through employee motivation, but has no significant effect. The results describe the relationship between the competency variable (X) to Performance (Y3) through the work motivation intervening variable (Y1), which shows that the role of the motivation variable as a intervening variable is not significant in the imposition of indirect influences between the competency variables against the performance variables. This means that the work motivation for hotel employees does not have a significant influence as the variable of pemediation in linking between work competencies that employees have on their performance. While the motivation of work given to hotel employees is getting bigger, it will not give a significant impact on their performance. This is because the work competence that hotel employees have is the main basis for the hotel employees to work so that it can provide maximum performance. High working competence can give a great effect to the performance of the hotel employees, although the motivation of work given to the employee is relatively high or low.

8. Impact of competency on performance through employee satisfaction work hotels in Kota Makassar

Based on the Sobel test result and the value of the variable coefficient of motivation towards performance variables through the work satisfaction variable of 0.193 with $P = (0.09) > 0.05$. It can be concluded that the role of the job satisfaction variable as a intervening variable is insignificant in the processing of influences between the competency variables against the performance variables. The results of this research show that the hotel employee's individuals competence does not have a significant impact on the performance of the Karayawan if mediated by job satisfaction. Job satisfaction is an emotional attitude that pleases and loves his work (Hasibuan, 2005). However, this emotional attitude is less meaningful in the process between competency and employee performance. Employees of individual competent hotels will always provide professional attitudes and behaviours in carrying out their work. This will then give you a maximum end result in their work. Individual competency of an employee is very adequate in driving their performance at the hotel. Although job satisfaction becomes a part of its own in managing human resources, but if the satisfaction of the work is among the individual competence and performance then it will not give a significant effect. The results of this study

explain that there is a link between the competency variable (X) to Performance (Y3) through the intervening variable that is job satisfaction (Y2). These results indicate that the role of the job satisfaction variable as a intervening variable is not significant in the imposition of indirect influences between the competency variables against the performance variables

VI. Conclusions And Suggestions

Competence Influential Positive Dan Significant Against Motivation Work Employees Hotels in Makassar City. Things This Show That Competence Individual In the Have By Employees Hotels in Makassar City Capable Increase Motivation Works. Employees That Have Competence Individual That Good In Things This Knowledge, Then Will Motivated Do Work So Will Impact On Performance That Good. By him It, Management Hotel In Selection Candidate Employees Should Do Assessment Or Testing Competence To In Place Appropriate On Field Expertise. Employees That Competent In the Place Appropriate Field Expertise Then Will Have Ethos Work That Good So Motivated In Do Work. With other words, More Good Competence Individual That Owned Employees Hotel Then Will More Good Motivation Works. Competence Influential Positive Dan Significant Against Satisfaction Work Employees Hotels in Makassar City. Competence Individual That Owned By Employees Hotel Will Capable Give Satisfaction Work Against Employees Hotel. If A Employees Want Have Satisfaction In Work Then Needed Competence Individual, Because On Essentially Competence Individual In Research This Is Attitude Or Attitude, Knowledge, entrepreneur skill, Expertise Technical Dan Ability Mastery Technology Information (T. I). With Competence In the Milki By Employees Will Give Satisfaction In Work. Competence Individual That Good Will With Easy Do Transfer Knowledge Dan Her skills To Others So Taste Proud Can Felt By Employees Hotel Top Ability Own and also Results From Work. With So Can Said That More Good Competence Individual In the Have By Employees Hotel Then Will More Satisfied In Implement Work. Competence Influential Positive Dan Significant Against Performance Employees Hotels in Makassar City. Competence Individual That Owned By Employees Hotel Capable Increase Performance Employees Hotels in Makassar City. Competence Individual Capable Give Contributions Significant On Increased Performance Employees Hotel. Competence Individual Also Capable Determine Speed Dan Accuracy Work That Measured Through Ability Apply Ideas that New In Work. With So Can Said That More Good Competence Individual That Owned By Employees Hotel Then The Good Also Performance That Generated Motivation Work Influential Positive Dan Significant Against Satisfaction Work Employees Hotels in Makassar City. Motivation Work That Owned By Employees Hotel Capable Increase Satisfaction Works. Employees Hotel In Implement Work Not Salary That Be Our Main Their In Work, which is Be Our Is Job The Appropriate With Expertise So Employees Hotel Will Motivated In Complete His job That Impact On Satisfaction Work In the Generate. With So Can In Say That More High Motivation Work Employees, Then More Satisfied Also Employees Hotel In Implement Work. Motivation Work Influential Positive However Not Significant Against Performance Through Satisfaction Work. Things This Show That Satisfaction Work As Variable Intervening Is Significant In Influence Not Direct Between Variable Motivation Against Variable Performance. Motivation Work Employees Hotel Will Produce Performance That Good If Employees Hotel The Feel Satisfied In Run Work. Satisfaction Work Is Factor Liaison Between Motivation Work Against Performance. With So Can In Mistaken That More High Motivation Work Kay Hotel Then More Good Performance In the Generate If Employees The Feel Satisfied In Run Work

References

- [1]. AgusSulastiyono, Drs., M.Si, 2014. Hotel Management: Business Management series of tourism and accommodation services, first edition, Alfabeta, Bandung.
- [2]. Steven. 2016. The effect of work satisfaction and employee loyalty to employee performance.
- [3]. Agung Gita Bakti, 2013. Influence of motivation, satisfaction and work attitude towards employee performance in Café X Bogor.
- [4]. Andi Rahmawati, 2017. Effect of competence on organizational citizen. Ship behavior and Performance management: The impact on organizational effectiveness.
- [5]. Anwar Prabu Mangkunegara, 2015. Competency influence and work motivation to employee performance at PT. Inti Plantation Sejahtera
- [6]. The great son of NgurahBagusDhermawan, et al. 2018. The influence of motivation, work environment, competence, and compensation to the work satisfaction and performance of employees in the Office environment Public Works Department of Bali province.
- [7]. Ahmad Jusmin, et al. 2016. Specific Determinants of Work Motivation, Competence, Organizational Climate, Job Satisfaction and Individual Performance: A Study among Lecturers.
- [8]. AgusthinaRisambessy, Dkk. 2016. Journal of, The Influence of Transformational Leadership Style, Motivation, Burnout towards Job Satisfaction and Employee Performance.
- [9]. Ahmad Izzoh Katawneh, et al. 2014. The impact of Core Competencies in improving The Organization commitment of employees in Mutah University in Jordan, Journal.
- [10]. Ahmad Jusmin, et al. 2016, Specific Determinants of Work Motivation, Competence, Organizational Climate, Job Satisfaction and Individual Performance: A Study among Lecturers.
- [11]. The great son of NgurahBagusDhermawan, et al. 2012. Journal of Influence on motivation, work environment, competence, and compensation to work satisfaction and employee performance in the office environment of Public works in Bali province.

- [12]. Antwi John Osei. Employee's Competency And Organizational Performance In The Pharmaceutical Industry An Empirical Study Of Pharmaceutical Firms In Ghana. Journal 2015.
- [13]. Avanti Fontana, 2011. Management innovation and value creation, PT. Cipta innovation Sejahtera, Jakarta.
- [14]. Anand Bhardwaj et al, 2013. Managerial Competencies And Their Influence On Managerial Performance: A Literature Review.
- [15]. Andi Syahrums, et al., 2016. Effect of Competence, Organizational Culture and Climate of Organization to the Organizational Commitment, Job Satisfaction and the Performance of Employees in the Scope of Makassar City Government.
- [16]. Atya Nur Aisha, 2011. Effects of Working Ability, Working Condition, Motivation and Incentive on Employees multi dimensional morphing Performance.
- [17]. AryoPrimanda, Dkk. 2016, effect of working motivation on employee performance with job satisfaction as a variable Intervening at the head office of PT Varia Usaha Gresik.
- [18]. Bambang Siswanto, 2019. Impact of work motivation and work discipline on employee performance.
- [19]. Christine et al. 2008. Herzberg's Two-Factor Theory of Work Motivation Tested Empirically on Seasonal Workers In Hospitality And Tourism.
- [20]. Christopher Orpen, 2017. The effects of formal mentoring on employee work motivation, organizational commitment and job performance.
- [21]. Denise Jackson, Profiling Industry-relevant management graduate competencies: The need for a fresh approach. Journal 2014.
- [22]. Dauda et al. 2012. Motivation and Job Performance of Academic Staff of State Universities in Nigeria: The Case of Ibrahim Badamasi Babangida University, Lapai, Niger State.
- [23]. EndangSetyaningdyah, DKK 2013. The Effects of Human Resource Competence, Organisational Commitment and Transactional Leadership on Work Discipline, Job Satisfaction and Employee's Performance.
- [24]. EncengJuhana, 2014. Effect of competence and work environment on job satisfaction and the implications on the performance of teachers at SDN BarosMandiri 5 City Cimahi.
- [25]. Esther Manik and Wiarah (2014) Influence of competence and compensation to work satisfaction and implications on Paramesia performance in hospital CibabatCimahi.
- [26]. Ebru AYKAN, et al., 2015. Mediating Role Of Job Satisfaction Over The highlights Of Emotional Competences Of Employees On Perceived Service Quality: A Research On Accounting Professionals.
- [27]. EndangPitaloka. 2014. The AffectOf Work Environment, Job Satisfaction, Organization Commitment On OCB Of Internal Auditors.
- [28]. Elib. Unikom. Management – Motivation for work. Retrieved 16 December 2017. Sourced from <http://elib.unikom.ac.id/download.php?id=7262>
- [29]. Elib. Unikom. Human resource management, performance. Retrieved 16 December 2017 dari <http://elib.unikom.ac.id/files/.../jbptunikompp-gdl-s1-2006-arifiyanto-2244-bab-ii-t-a.doc>
- [30]. Fauzilah Salleh. 2015. The Influence Of Skill Levels On Job Performance Of Public Service Employees In Malaysia.
- [31]. NantaSebayang Ferry (2016). Influence of competence and climate of communication on motivation to work on field agriculture extension at the implementing agency of Agricultural counseling, fisheries and forestry Karo district.
- [32]. Florence Muindi. 2015. Quality Of Work Life, Personality, Job Satisfaction, Competence, And Job Performance: A Critical Review Of Literature.
- [33]. FiqhHidayah et al. 2014. Titled Leadership Influence, motivation work, and job satisfaction through (OCB teacher Performance Elementary School in Mayang district of Jember Regency.
- [34]. Maria. 2019, effect of employee competence on performance with job satisfaction as a variable Intervening (study at PT. Dok and Shipping Surabaya production part).
- [35]. Hamed Majidi Zolbanin, DKK. 2016. Job Satisfaction of IT/IS Professionals: The Impact of Top Management and IT Managers.
- [36]. Hamza Hafied, Dkk. 2015. Effect of Motivation, Competence, and Leadership on Job Satisfaction and Employee Performance of Local Revenue Agency in South Sulawesi Province.
- [37]. Hue Tan Yew et al. 2014. Role of OCB and Demographic Factors in Relationship of Motivation and Employee Performance In Malaysia.
- [38]. Ikhsan, Dkk. 2019. Influence of work motivation, competency and compensation to the agent performance through work satisfaction: study at Prudential Life Assurance at Makassar Effects of Work Motivation, Competence and Compensation on Agent Performance through Job Satisfaction: Study at Prudential Life Assurance in Makassar ".
- [39]. June Sethela et al. 2014. Journal, Determining the Importance of Competency and Person-Job Fit for the Job Performance of Service SMEs Employees in Malaysia.
- [40]. JajangAmiroso, Dkk 2015, Influence of Discipline, Working Environment, Culture of Organization and Competence on Workers ' Performance through Motivation, Job Satisfaction (Study in Regional Development Planning Board of Sukoharjo Regency.
- [41]. JustisialrianiRudlia. 2016. Competency and compensation influence on job satisfaction and employee performance (case study of Marine and Fisheries Department of Sangihe Island)
- [42]. Al-Sunya, et al. 2017, The Influence Of Leadership, Competency, Motivation And Organizational Culture On Employees ' Job Satisfisfaction And Performance In Ternate City Government.
- [43]. KusMargono, 2017, Analysis of Factors Influencing Staff Performance at the General Affairs Bureau of the Ministry of Marine Affairs and Fisheries.
- [44]. Khadija Mushtaq et al. 2014. A Study on Job Satisfaction, Motivation and Organizational Citizenship Behavior.
- [45]. Jackson Bwire Mc 2015. Employee Motivation, Job Satisfaction and Organizational Performance in Uganda's Oil Sub-sector.
- [46]. Library. Binus. Human resource management, retrieved December 17, 2017 from <http://library.binus.ac.id/eColls/eThesisdoc/Bab2DOC/2014-2-00461-MN%20Bab2001.doc>
- [47]. Library. Bunus. Workload, Management. Retrieved 16 December 2017. From <http://library.binus.ac.id/eColls/eThesisdoc/Bab2DOC/2012-2-01114-MN%20Bab2001.doc>
- [48]. Lidia Lusri and Hotlan Siagian. 2017. Effect of working motivation on employee performance through job satisfaction as a variable of mediation on employees of PT. Borwita Citra Prima Surabaya.
- [49]. T. Hani Handoko, 2015. Management, Issue 2, BPFE – Yogyakarta.
- [50]. Noermijati. 2015. The Influence of Leadership Transactional and motivation to employee performance with tenure moderation.
- [51]. Ngatemin and WantiArumwati. 2012, influence of competence and compensation of employee motivation work Hotel in Karo Regency, North Sumatera Province.
- [52]. Nurun Nabi et al. 2017. Impact of Motivation on Employee Performances: A Case Study of Karmasangsthan Bank Limited, Bangladesh
- [53]. Marshall Sashkin & Molly G. 2011. Sashkin, the principles of leadership, Erlangga.

- [54]. Maryam Azar & Ali Akbar Shafiqhi, 2013. The Effect of Work Motivation on Employees ' Job Performance. (Case Study: Employees of Isfahan Islamic Revolution Housing Foundation).
- [55]. Meutia, Dkk. 2016, influence of compensation and compention with motivation as Intervening in improving performance.
- [56]. Nataraj S. 2016. Influence of competence and work discipline on employee performance.
- [57]. Prof. DR. H. Buchari Alma, 2015 introduction to Business, Alfabeta, Bandung.
- [58]. Richard L. Daft, 2010. New era of Management, Book 1 issue 9, SalembaEmpat, Jakarta.
- [59]. Richard L. Daft, 2011 New era of Management, Book 2 issue 9, SalembaEmpat, Jakarta.
- [60]. By Roberto. Hisrich, Michael P. Peters, Dean A. Shepherd, 2008. Enterpreneurship Entrepreneurship, 7th edition, SalembaEmpat, Jakarta.
- [61]. Rois Arifin, Dkk. 2017. Organizational culture and behavior, four Dua, Malang.
- [62]. SatrioPriambodo. 2019. Motivational influence as leadership mediation and competency to performance at Pt. PLN (Persero) north Surabaya Area.
- [63]. Susilo Martoyo, 2015. Human resource Management, Fifth Edition, BPFE, Yogyakarta.
- [64]. Sutrisno, et al. 2016. The influence of motivation and work discipline to the performance of officers in the Office of the Police unit PamongPraja Semarang.
- [65]. Sodeif Bagheri, et al. 2014. Surveying The Impact Of Managers Competencies On Business Performance Of Agricultural Bank Managers In Ardabil Province.
- [66]. Selma KALKAVAN, Dkk 2016. The Effects Of Managerial Coaching Behaviors On The Employees ' Perception Of Job Satisfaction, Organisational Commitment, And Job Performance: Case Study On Insurance Industry In Turkey.
- [67]. Periansya Zainuddin, 2017. Determinants of Job Satisfaction and it's Implication on the Performance of Public Universities Lecturers in South Sumatera.
- [68]. Paula Caligiuri, 2016, Dynamic cross-cultural competencies and global leadership effectiveness. Journal.
- [69]. Pujiarti. 2019. Competency and compensation influence on employees ' performance as a variable of Intervening at PT. Pilar Guna Ventures.
- [70]. TiknoLensusufie, 2010. Leadership for professionals and students, Essence-Erlangga Group, Jakarta.
- [71]. Yusuf Suhardi, Drs., M, Si, 2014. Entrepreneurship, Ghalia Indonesia, Bogor.
- [72]. Yayat M. Herujito, 2001. Management basics, PT. Grasindo, Jakarta.
- [73]. Yolanda Dwiki Kartika, et al. 2019. The influence of job satisfaction and work Stress on the employee's performance of the general public in the Logistics Agency (PerumBulog) DivreSumut.
- [74]. Oka A. Yoeti, MBA, et al. 2006. Tourism and culture (problems and solutions). PT. Pradnya Paramita.
- [75]. Omar Mohammed Ali Ababneh 2009, The Impact of Leadership Styles and Leaders ' Competencies on Employees ' Job Satisfaction.
- [76]. Osibanjo, et al. 2014. Modeling the Relationship between Motivating Factors; Employee ' Retention; and Job Satisfaction in the Nigerian Banking Industry.
- [77]. Ong Choon Hee 2016, Motivation and Job Performance among Nurses in the Private Hospitals in Malaysia.
- [78]. Osibanjo Adewale Omotayo, Dkk. 2015, Modeling the Relationship between Motivating Factors; Employee ' Retention; and Job Satisfaction in the Nigerian Banking Industry.
- [79]. The Gendunerasa. Indonesian human Resources Challenge, retrieved 16 December 2017, from <https://gendunerasa.wordpress.com/2016/11/17/tantangan-sdm-indonesia-menghadapi-masyarakat-ekonomi-asean/> (2017, 05 July). Hotels in South Sulawesi province. Retrieved 18 December 2017. From <https://sulselprov.go.id/page/hotel-di-propinsi-sulawesi-selatan>
- [80]. Sanda, et al. 2011. The Journal of Managerial competence and employee performance in small companies in developing economic business.
- [81]. Wen-Hwa Ko, 2012. The relationships among professional competence, job satisfaction and career development confidence for chefs in Taiwan.
- [82]. WidyaParimita, Dkk, 2018. Effect of work motivation and compensation to employee satisfaction at PT. TridayaEraminaBahari.
- [83]. WiwikUtami et al, 2011, Professional Accounting Education in Indonesia: Evidence on Competence and Professional Commitment.
- [84]. WiwiekHarwiki, 2013. Influence of leadership, motivation, Cultural Organization, behavior of Citizenship Organization (OCB), and performance of employees in the cooperative position East Java Province, Indonesia

Mohammad Hatta, et. al. "Impact of Competency on Performance Through Work Motivation And Job Satisfaction Employees Hotels In City Makassar." *IOSR Journal of Business and Management (IOSR-JBM)*, 22(6), 2020, pp. 23-40.