



DOI: [https://doi.org/10.14505/jemt.v11.2\(42\).22](https://doi.org/10.14505/jemt.v11.2(42).22)

## The Supply Chain Resources in Job Performance on Hospitality and Tourism Sector

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### Suggested Citation:

Normi, S. (2020). The Supply Chain Resources in Job Performance on Hospitality and Tourism Sector. *Journal of Environmental Management and Tourism*, (Volume XI, Spring), 2(42): 427 - 433. DOI:[10.14505/jemt.v11.2\(42\).22](https://doi.org/10.14505/jemt.v11.2(42).22)

### Article's History:

Received December 2019; Revised January 2020; Accepted February 2020.  
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### Abstract

Using 110 respondent's hospitality and tourism service employees as the sample in Berastagi hospitality and tourism area in Karo Regency, North Sumatera. Data which is obtained were analyzed by using "analysis of the path". The result of research is: the impact direct of discipline and significant on job satisfaction, discipline has an the impact direct on job performance, job promotion has an the impact direct on job performance, job satisfaction has an the impact direct on job performance, discipline has an the impact direct on job performance without through job satisfaction, and job promotion not has an the impact direct on job performance through job satisfaction, and job promotion not has an the impact direct on job performance through job satisfaction for hospitality and tourism service employees in Berastagi hospitality and tourism area in Karo Regency, North Sumatera

**Keywords:** discipline; job promotion; job satisfaction; job performance; hotel; tourism.

**JEL Classification:** Z32; Z11; M20

### Introduction

Hospitality and tourism service employees is very vital function in the tourism area, because they have a variety of the role such as who delivered by (1) education (nurturer), (2) model, (3) hospitality and tourism service employees and supervisor, (4) (learner), (5) communicator to society of the same place, (6) administration worker, with (7) the loyalty to the institute. The discipline level of the hospitality and tourism service employees is needed in order that the implementation of education run well until various roles of hospitality and tourism service employees as above can be achieved. The level of discipline can reflect the great sense of responsibility to some assignment that given for him. According to Hasibuan (2010) discipline is consciousness and willingness of someone to obey all rules of company and social norms that apply. The rewards for self-discipline because has done a job as well and full of responsibility. The reward it can be improvement of welfare, and it can be job promotion. According to Hasibuan (2010) is the movement that enlarge authority and employee responsibilities to a higher position in an organization, until an obligation, right, status, and the income is greater. It is in accordance with Siagian opinion (2010) that promotion is if an employee is removed from a job to another job that the responsibilities is greater, the level of hierarchy position is higher, and the income is greater also. With job promotion, a private hospitality and tourism service employees will have authority and responsibility that greater than before and promotion is a reward for high job performance. Career development of area private hospitality and tourism service employees consider integrity and morality, education and trainer, rank, position mutation, mutation for each area and competency (Thoha 2005, 86). The levels of the highest in education unit is the headmaster position, a hospitality and tourism service employees who work as well and has high discipline can be considered to be upgraded become headmaster. The assignment of hospitality and tourism service

employees as headmaster has been arranged with the regulations the minister of national education Number 28 in 2010, in this rule is mention that a hospitality and tourism service employees can be given add assignment as headmaster that have to fulfill the requirement which has been determined. In addition, job satisfaction is always a major concern of leaders or the head of an agency or institution or organization because job satisfaction is closely related to the success of individuals, organizations, or society on achieve the goals. Basically, job satisfaction can spur hospitality and tourism service employees to hard work until can be achieving their goals. This matter will increase the productivity of hospitality and tourism service employees until has an influence on achieving the goals of the institution. When individuals experience job satisfaction, they will make a positive choice to do something because they can satisfy their desires, with job satisfaction so that hospitality and tourism service employees will be encouraged to do as much as possible in doing their duties, so that their job performance will increase. In general, job performance measurements can be divided into input, process, output and outcome stages. Based on these stages, the job performance measurement performed by approach based on the data generated information system, both previous data and projection data. According to Hyndman and Anderson in Laurensius (2005) job performance includes several variables related to input, process (work behavior), output and outcome (value added and impact). Berastagi hospitality and tourism area education is the level of early education that must be properly matured to move to the next level. This coverage task heavy is need hospitality and tourism service employees who can doing the tasks with the best, efficient and performing in accordance with work standards that have been established and have a soul discipline. Based on the results of temporary observations at private Berastagi hospitality and tourism areas in Karo Regency, North Sumatera that the level of discipline, job promotion and job satisfaction of hospitality and tourism service employees is still less until have to more attention or increased again until achieved the job performance of hospitality and tourism service employees that maximal like expectations desired. One reason for need to increase the discipline, promotion and satisfaction hospitality and tourism service employees work to increase job performance because in Karo Regency, North Sumatera there are some excellent tourism areas, but students' learning achievement is not too significant or prominent. The result of this research is expected to know the impact of the level of discipline, job promotion and job satisfaction that influence the job performance of Berastagi hospitality and tourism area in Karo Regency, North Sumatera until the expectation of can be achieved.

## **1. Literature Review**

### **Discipline**

According to Hasibuan (2010), discipline is the awareness and willingness of a person to comply with all corporate rules and social norms that apply. Simamora (2005), discipline is a form of employee self-control and regular execution that shows the level of earnestness of work teams within an organization. Borneo (2011), employee discipline is the nature of an employee who consciously obeys certain organizational rules and regulations. In order for employees to observe all regulations and employment policies and regulations and the prevailing organizational policies, both written and unwritten, and carry out management orders properly, employees can perform the job as well as possible and able to give maximum services to certain parties with an interest organization in accordance with the field of work given to him, employees can use and maintain facilities and infrastructure, goods and services organization with the best, the employees can act and participate in accordance with norms applicable to the organization, employees are able to produce high productivity in accordance with expectations of organizations, both in the short and long term.

### **Job Promotion**

The definition of job promotion according to Hasibuan (2010) is a move that enlarges the authority and responsibility of employees to a higher position in an organization until the obligations, rights, status and income is greater. Job promotion according to Flipo in Hasibuan (2010) is the transfer from one position to another position which is has a higher status and responsibility.

### **Job Satisfaction**

Job satisfaction according to Robbins in Wibowo (2013) is a general attitude toward a person's work that shows the difference between the number of awards earned by the worker and the amount they believe they should receive. Sutrisno (2013), job satisfaction is an attitude of employees to work related to work situation, cooperation between employees, rewards that received in work and things related to physical and psychological factors, while Handoko in Sutrisno (2013), job satisfaction is a pleasant or unpleasant emotional state for

employees looking at their work. Job satisfaction according to Wibowo (2007) reflects attitude and not behavior. Job satisfaction is the main dependent variable for two reasons: (1) indicates the relationship with job performance factors, and (2) is the value preference held by many researchers of organizational behavior.

### Job Performance

Job performance is an activity and refining it in accordance with its responsibilities with the expected results. Job performance is about doing the job and the results achieved from the job. Job performance is about what to do and how to do it (Widodo 2006). Mangkuprawira (2011), job performance is the willingness of a person or group of people to do something activity and perfect it in accordance with its responsibilities with the expected results. Nawawi (2008), job performance is a measure of the level of ability of individual workers and their participation in producing goods and services, until the products that has produced by the organization. Mitchel and Larson in Ridwan (2006), many factors that influence hospitality and tourism service employees job performance are: (1) material satisfaction, (2) managing learning program, (3) managing class, (4) using media and source, (5) using micro teaching.

## 2. Research methodology

The determination of research place is intended to narrow the scope of the research. Determination of research place will pay attention to some aspects such as researcher reach, source of fund and power and time owned, so the researcher take decision to do research at private Berastagi hospitality and tourism area in. In this research the population is Hospitality and tourism service employees in Berastagi hospitality and tourism area Karo Regency, North Sumatera that is as much as 150 hospitality and tourism service employees and by using Slovin formula then obtained 110 research samples. Techniques to take the samples are referred to as sampling techniques. This searching uses kind of technique of taking sample probability sampling.

### Stripe Analysis

Stripe analysis constitutes technique of quantitative analysis which constitutes development of doubled linier regression. The following similarities:

$$X_3 = P_{31}X_1 + P_{32}X_2 + e_i \quad \text{similarity 1}$$

$$X_4 = P_{41}X_1 + P_{42}X_2 + P_{43}X_3 + e_i \quad \text{similarity 2}$$

Information:

X1 is disciplines variable

X3 is job satisfaction variable

X2 is job promotion variable

X4 is job performance variable

P is stripe coefficient value from every variable exogenous and endogen

E is residue variable

### Hypotheses test

To know direct and indirect influence between variable can be looked from result of stripe coefficient calculation, while to know significant so used Sig. with compare Sig. count with 0,05. After Sig. total is gotten to interpretative the result, use this stipulation:

- If result Sig.<0,05 so Ho refused until there is significant influence
- If result Sig.>0,05 so Ho received until there is no significant influence

Based on direct influence for every variable above, so can be counted indirect influence between exogenous face on endogen variable through intervening variable by counting the following:

1) Disciplines influence (X1) face on job performance (X4) through job satisfaction (X3), gotten from searching result between regression coefficient X1 with coefficient regression X3.

Characteristic of taking conclusion:

a. If coefficient value of indirect impact > direct impact so variable X3 is variable intervening, the real influence is indirect.

b. If coefficient value of indirect impact > direct impact so variable X3 is not variable intervening, the real influence is direct.

2) Influence of degree job promotion (X2) face on job performance (X4) through job satisfied (X3), gotten from multiplication from regression coefficient X2 with regression coefficient X3.

Characteristic of taking conclusion:

a.If coefficient value of indirect impact > direct impact so variable X3 is variable intervening, the real influence is indirect.

b.If coefficient value of indirect impact > direct impact so variable X3 is variable intervening, the real influence is direct.

The next to know significantly influence must not be done searching error 1(e1) and error 2 (e2) firstly by helping value of adjective-R Square for similarities structure 1 and structure 2.

### 3. Result and Discussion

#### Test of Normality

Based on result of normality test appears that value of Asymp Sig. (2-tailed) to all group of searching planning that bigger from value of probability (p) namely 0,05, by the following we can conclude that this searching official stamp data comes from population which gets normal distribution.

#### Linearity test

1). Structure Similarity 1:  $X3 = P31X1 + P32X2 + e_1$

▪ Relation of disciplines variable (X1) with job satisfied (X3) is linear because value of linearity is significant (sig 0,000 < 0,05) and value of deviation from linearity is not significant (sig 0,545 > 0,05).

▪ The connection variable of dissertation position (X2) with satisfaction activity (X3) is linear, because the value linearity is significant (sig 0,000 < 0,05) and value deviation from linearity is doesn't significant (sig 0,941>0,05).

2). Structure equality 2:  $X4 = P41X1 + P42X2 + P43X3 + e_2$

▪ The connection of variable disciplined (X1) in job performance (X4) is linear, because the value linearity is significant (sig 0,412 > 0,05).

▪ The connection of variable dissertation position (X2) in job performance (X4) is linear, because the value linearity is significant (sig 0,134 > 0,05)

▪ The connection of satisfaction activity (X3) in job performance (X4) is linear, because the value linearity is significant (sig 0,000 < 0,05) and value deviation from linearity is doesn't significant (sig 0,307 > 0,05).

#### Test of Multicollinearity

Method that used to tact the conclusion is to know the factor inflation Varian value (*variant inflation factor or VIF*) which not more than 5 (Rumengan 2013).

1.) Structure Agreement 1:  $X3 = P31X1 + P32X2 + e_1$

The seconds free variable is disciplined (X1) value VIF = 1.260<5 and dissertation position (X2) value VIF = 1.260 < 5 so it doesn't happen Multicollinearity in this variable research.

2.) Structure Agreement 2:  $X4 = P41X1 + P42X2 + P43X3 + e_2$

The thirds free variable is disciplined (X1) value VIF = 1.329<5 dissertation position (X2) value VIF = 1.511<5 and satisfaction activity (X3) value VIF = 1.440<5 so it doesn't happen Multicollinearity in this variable research.

#### Test of Heteroscedasticity

The criteria of withdrawal conclusion using test glejser it doesn't happened Heteroscedasticity if the value of probability is sig>0, 05.

1.) Structure Agreement 1:  $X3 = P31X1 + P32X2 + e_1$

The seconds free variable is disciplined (X1) value sig = 0,458>0, 05 and dissertation position (X2) value sig = 0,076>0,05 so it doesn't happen Heteroscedasticity in this variable research.

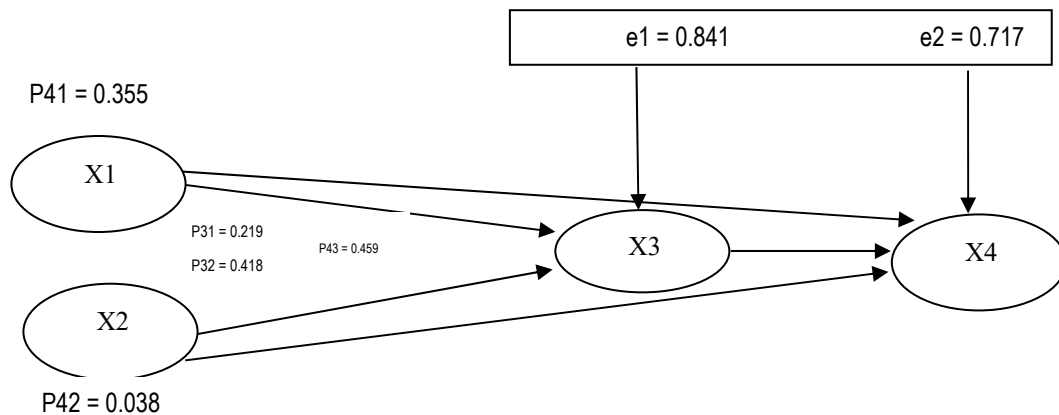
2.) Structure Agreement 2:  $X4 = P41X1 + P42X2 + P43X3 + e_2$

The thirds free variable is disciplined (X1) value sig = 0,143>0,05 dissertation position (X2) value sig = 0,866>0,05 and satisfaction activity (X3) value sig = 0,347>0,05 so it doesn't happen Heteroscedasticity in this variable research.

#### Test of Hypothesis

Based on value of *Adjusted-R Square* = 0,292, then to determine the value of coefficient residual is (e1) used calculation as follows: e1 = 0.841. As for the value of *Adjuster-R Square* = 0.486 then to determine the value of coefficient residual is (e2) used calculation as follows: e1 = 0.717. Based on the results of reckoning the coefficient results of calculations can be described as looked in image 1.

Figure 1. Model of path analysis of hypothesis testing results



## 4. Discussion

### The impact of discipline on job satisfaction

The analysis result of discipline path (X1) on the job satisfaction (X3) obtained by path coefficient 0.219 with sig.  $0.017 < 0.05$ , X1 (discipline) has a significant impact on X3 (job satisfaction). Based on this first hypothesis which is explain that there is a direct impact of the significant in the discipline to the job satisfaction, it can be indicated that if the discipline in the organization is implemented well then it can increase the job satisfaction of employee in their work.

### The impact of job promotion to job satisfaction

The analysis result of job promotion path (X2) to job satisfaction (X3) obtained by path coefficient 0.418 with sig.  $0.000 < 0.05$ , X2 (job promotion) has a significant influence on X3 (job satisfaction). Based on this second hypothesis which is explain that there is a direct impact of the significant between the job promotion to the job satisfaction, it can be indicated that if the promotion of position in the organization is implemented well then it can increase the job satisfaction of employee in their work.

### The impact of discipline on the job performance

The analysis result of discipline path (X1) on the job performance (X4) obtained by path coefficient 0.355 with sig.  $0.000 > 0.05$ , X1 (discipline) has a significant impact on X4 (job performance). Based on the third hypothesis which is explain that there is a direct impact of the significant in the discipline to the job performance, it can be indicated that if the discipline in the organization implemented well then it can increase the job satisfaction of employee in their daily work.

### The impact of job promotion on the job performance

The analysis result of job promotion path (X2) on the job performance (X4) obtained by path coefficient 0.038 with sig.  $0.656 > 0.05$ , X2 (job promotion) do not has a significant impact on X4 (job performance). Based on this fourth hypothesis which is explain that there is no direct impact of the significant between the job promotion to the job performance, it can be indicated that if the job promotion in the organization or in the research place that is the private hospitality and tourism service employees of Karo Regency, North Sumatera implemented then it cannot increase the job performance of hospitality and tourism service employees in their work so that need to add other variables to increase the job performance significantly.

### The impact of job satisfaction on job performance

The analysis result of job satisfaction path (X3) on the job performance (X4) obtained by path coefficient 0.459 with sig.  $0.000 < 0.05$ , X3 (job satisfaction) has a significant impact on X4 (job performance). Based on the fifth hypothesis which is explained that there is a direct impact of the significant between the job satisfactions to the job performance, it can be indicated that if the hospitality and tourism service employees feel satisfy in their work then it can increase their job performance in the daily work.

### The impact of discipline on the job performance through the job satisfaction

The impact of the discipline (X1) on the job performance (X4) through job satisfaction (X3), is obtained from the multiplication regression coefficient X1 with X4 regression coefficient. The direct impact of the discipline (X1) to job performance (X4) can be seen from the regression coefficient of X1 to X4. Total impact X1 to X4: seen from direct impact added (+) indirect impact – 0,355 + 0,101 – 0,456

The withdrawal criteria:

a.If the coefficient value that indirect impact > direct influence then variable X3 is intervening variable, the true impact is indirect.

b.If the coefficient value that indirect impact < direct influence then variable X3 is not intervening variable, the true impact is direct.

The conclusion: the value 0,101 < 0,355, its mean that the coefficient value that indirect impact < direct impact, then X1 take impact to X4 directly without through X3 in another words X3 do not the intervening variable or the true influence is direct. The sixth hypothesis shows there is a direct influence of variable discipline to job performance without through job satisfaction. Through that the test result then be able to indicate that with application of discipline in job performance will improve hospitality and tourism service employee's job performance, so in this case discipline related directly with job performance variable.

### The impact of position to job performance through job satisfaction

The impact of position (X2) to job performance (X4) through job satisfaction (X3), obtained from the result of multiplication between regression coefficients X2 with regression coefficient X4. Direct impact of discipline (X2) to job performance (X4) seen from the value of regression coefficient X2 to X4 (P42) *i.e.* amount 0,038, while indirect impact X2 to X4 through X3 can see from multiplication between regression coefficient X2 to X3 with regression coefficient X3 to X4 *i.e.*:

$$(P32X2 \times P43X3) = (0,418 \times 0,459) = 0,192$$

The total impact X2 to X4 seen from direct impact added (+) indirect impact – 0,038 + 0,192 = 0,230

The withdrawal criteria:

a.If the coefficient value that indirect impact > direct influence then variable X3 is intervening variable, the true impact is indirect.

b.If the coefficient value that indirect impact < direct influence then variable X3 is not intervening variable, the true impact is direct.

The conclusion: the value 0,192 > 0,038, its mean that the coefficient value that indirect impact > direct impact, then X2 take impact to X4 through X3 in another words X3 a intervening variable or the true influence is indirect. The seventh hypothesis shows there is some indirect impact of promotion position variable to job performance through there is job satisfaction of hospitality and tourism service employees, so in this case job promotion and job satisfaction can be direct related with variable of job performance.

### Conclusion

Based on test result of data, hypothesis research and result of descriptive findings from questionnaire with the total sample of private hospitality and tourism service employees Karo Regency, North Sumatera the research place amount 110 people, then can be summarized as follows:

1.The test result shows there is significant direct impact of discipline to job satisfaction with coefficient amount 0,219 and t arithmetic (2,417) > t table (1,66 on  $\alpha=0,05$  and 2,36 on  $\alpha=0,01$ ). First hypothesis that declare there is significant direct impact between discipline and jo satisfaction, then can be indicated that if discipline be implemented in the organization or good applied then be able to improve job satisfaction in work.

2.The test result shows there is significant direct impact of job promotion to job satisfaction with coefficient amount 0,418 and t arithmetic (4,619) > t table (1,66 on  $\alpha=0,05$  and 2,36 on  $\alpha=0,01$ ). The second hypothesis that declare there is direct impact significantly between job promotion and jo satisfaction, then can be indicated that if job promotion be implemented in the organization or good applied then be able to improve job satisfaction in work.

3.The test result shows there is significant direct impact of discipline to job performance with coefficient amount 0,355 and t arithmetic (4,483) > t table (1,66 on  $\alpha=0,05$  and 2,36 on  $\alpha=0,01$ ). The third hypothesis that declare there is significant direct impact between discipline and job performance, then can be indicated that if

discipline be implemented in the organization or good applied then be able to improve job performance of hospitality and tourism service employees in the day's work.

4. The test result shows there is no-significant direct impact of job promotion to job performance with coefficient amount 0,038 and t arithmetic (0,446) > t table (1,66 on  $\alpha=0,05$  and 2,36 on  $\alpha=0,01$ ). The fourth hypothesis that declare there is no significant direct impact between job promotion and job performance, then can be indicated that if job promotion be implemented in the organization or in the place of research that is private hospitality and tourism service employees south Sian tar district or implied then be able to improve job performance of hospitality and tourism service employees in the work so adding another variable to improve significant job performance.

5. The test result shows there is significant direct impact of job satisfaction to job performance with coefficient amount 0,459 and t arithmetic (5,567) > t table (1,66 on  $\alpha=0,05$  and 2,36 on  $\alpha=0,01$ ). With proven this fifth hypothesis that declare there is direct impact significantly between job satisfaction and job performance, then can be indicated that if the hospitality and tourism service employees undergo job satisfaction in job performance so it will improve hospitality and tourism service employees' job performance in their work.

6. The test result shows there is no indirect impact of discipline to job performance with coefficient amount 0,101. The sixth hypothesis shows there is direct impact of variable discipline to job performance without through job satisfaction. Through test result then can be indicated that with application of discipline in work will improve hospitality and tourism service employees job performance, so in this case discipline direct related in work with job performance variable.

7. The test result shows there is indirect impact of job promotion to job satisfaction with coefficient amount 0,192. This seventh hypothesis that shows there is indirect impact between job promotion and job satisfaction, through test result then can be indicated that with application of job promotion in work will improve hospitality and tourism service employees job performance through job satisfaction, so in this case job promotion and job satisfaction direct related in work with job performance variable.

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