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The Effect of Competency and Work Culture on Security Guard Performance at The Novotel Lombok Hotel

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Abstract: This study aims to analyze the effect of competence and work culture on the performance of the Security Unit at Novotel Lombok Hotel. The Security Unit plays a strategic role in maintaining safety, order, and providing a sense of security and comfort for hotel guests, employees, and assets. Therefore, the performance of the Security Unit must be supported by adequate competence and a positive, sustainable work culture. This research employs a quantitative approach using a survey method. Data were collected through questionnaires distributed to all members of the Security Unit at Novotel Lombok Hotel as the research respondents. The research instruments were tested for validity and reliability prior to further analysis. Multiple linear regression analysis was applied to examine the effects of competence and work culture on the performance of the Security Unit, both partially and simultaneously. The results indicate that competence has a positive and significant effect on the performance of the Security Unit, suggesting that higher levels of competence lead to better performance. In addition, work culture also has a positive and significant effect on performance. Simultaneously, competence and work culture have a significant influence on the performance of the Security Unit at Novotel Lombok Hotel. This study is expected to provide practical contributions for hotel management in formulating human resource management policies, particularly through competence development and the strengthening of work culture to enhance the overall performance of the Security Unit.

Keyword: Competence, Work Culture, Performance, Security Unit, Hotel.

INTRODUCTION

Human resources are a key factor in determining an organization's success in achieving its goals. From a human resource management perspective, employee performance is a crucial indicator in assessing organizational effectiveness (Mangkunegara, 2017). Robbins and Judge (2017) also state that performance is the work results achieved by individuals in accordance with their roles within the organization. In the hospitality industry, service quality is highly

dependent on the professionalism and performance of all employees, including security personnel (Satpam), who are responsible for ensuring guest safety and comfort.

Security guards in hotel environments serve not only as security guards but also as an initial representation of the company's image due to their frequent direct interaction with guests. Therefore, security guard performance must reflect professionalism, discipline, and strong communication skills. Sari and Wibowo (2021) stated that technical and non-technical competencies play a significant role in improving security officer performance. This demonstrates that the success of security tasks is determined not only by physical abilities but also by interpersonal skills and an understanding of work procedures.

One factor influencing performance is competence. Spencer and Spencer (1993) define competence as a fundamental individual characteristic related to effectiveness or superior performance in a job. Nurhayati (2019) emphasized that technical competence (hard skills) has a strong influence on employee performance. Rizky Maulana (2018) found in his research that competence has a direct and significant effect on security guard performance. Dewi Astuti (2022) even stated that competence is the variable that makes the most dominant contribution to improving performance compared to other variables.

In addition to technical competence, emotional competence also plays a crucial role. Hermawan (2020) found that emotional competence has a positive and significant impact on employee performance. Good competence will help security guards make quick decisions, handle conflicts, and respond appropriately to emergency situations. Therefore, improving competence through continuous training and development is crucial to supporting optimal performance.

Besides competence, work culture is also a crucial factor influencing employee behavior and performance. Taufik (2024) explains that work culture is the values and habits that develop within an organization and serve as guidelines for action. H. Ali, Sastrodiharjo, and Saputra (2022) state that work culture is influenced by employee responsibility, innovation, and the work systems implemented by the organization. These factors directly shape work patterns and contribute to performance achievement.

Previous research has shown that work culture has a significant influence on performance. Muhammad Fadli (2019) and Laila (2023) stated that work culture significantly influences employee performance. Lestari (2021) even stated that work culture is the most dominant variable influencing performance. Similarly, Adha, Qomariah, and Hafidzi (2019) and Andi Pratama (2020) demonstrated that competency and work culture jointly have a positive and significant influence on employee performance. Irmayanti and Widiastini (2020) and Yuliani (2022) also supported these findings by demonstrating that both variables significantly influence performance.

Based on the above description, it can be concluded that competence and work culture are two important factors in improving employee performance, including security guards in hotel environments. Research by Sri Wahyuningsih, Nurwulan Kusuma Devi, and Dewi Listiorini (2024) confirms that competence and work culture are key factors in optimizing performance. Even in the context of security institutions, Z. Rangkuti and K. Taufik (2025) found that competence and organizational culture have a significant influence on performance. Therefore, this study was conducted to analyze the influence of competence and work culture on security guard performance at Novotel Lombok Resort & Villas in order to provide an empirical contribution to the development of human resource management in the hotel sector.

METHOD

Types of research

This study uses a quantitative approach with a causal associative research method. Causal associative research aims to determine the cause-and-effect relationship between independent

and dependent variables. In this study, the independent variables consist of competence (X1) and work culture (X2), while the dependent variable is security guard performance (Y).

A quantitative approach was chosen because this study focuses on objectively measuring variables through numerical data and testing hypotheses using statistical analysis. According to Sugiyono (2020), quantitative research is a research method based on the philosophy of positivism and is used to test hypotheses on a specific population or sample using research instruments and statistical data analysis. With this causal associative design, the study aims to obtain empirical evidence regarding the influence of competency and work culture on security guard performance at Novotel Lombok Resort & Villas. This design is considered appropriate because it is able to explain the extent to which independent variables contribute to improved performance.

Research Population and Sample

The population in this study was all security guards working at Novotel Lombok Resort & Villas. The population is the entire research subject who has certain characteristics according to the research objectives (Sugiyono, 2020). The sampling technique used was saturated sampling (total sampling), which is a sampling technique by taking all members of the population as respondents. This was done because the population size is relatively small and allows for a complete sample. The sample size in this study was 30 security guards. Using the entire population as a sample is expected to provide a more accurate picture of the competency, work culture, and performance of security guards at the hotel.

Method of collecting data

The data collection method used in this study was a questionnaire as the primary data source. The questionnaire was structured in the form of closed statements and measured using a Likert scale with five levels of assessment, namely strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5). Sugiyono (2020) stated that a questionnaire is an effective data collection technique if the researcher clearly understands the variables to be measured and their indicators. Through the questionnaire, the researcher obtained data regarding the security guard's perception of their competencies, the work culture implemented, and the level of performance achieved. In addition to primary data, this study also used secondary data in the form of literature, scientific journals, and other supporting documents relevant to the research variables to strengthen the theoretical basis and analysis.

Research Instruments

The research instrument was a questionnaire compiled based on the indicators of each variable. The competency variable (X1) was measured based on the indicators of knowledge, skills, and attitude as stated by Spencer and Spencer (1993), and reinforced by Dessler (2020). The work culture variable (X2) was measured using indicators of work values, discipline, responsibility, teamwork, and service orientation as explained by Robbins and Judge (2017) and Taufik (2024). Meanwhile, the performance variable (Y) was measured using indicators of work quality, work quantity, timeliness, effectiveness, and responsibility as stated by Mangkunegara (2017). All statement items were adapted to the work context of security guards in a hotel environment.

Data Analysis Method

Data analysis was conducted using inferential statistics with the help of the IBM SPSS version 29 program. The analysis stage began with validity and reliability tests to ensure that the research instrument was suitable for use and consistent in measuring variables. Next, classical assumption tests were conducted which included normality tests, multicollinearity tests, and heteroscedasticity tests to ensure the regression model met the analysis requirements.

The main analysis used was multiple linear regression to determine the effect of competence (X1) and work culture (X2) on security guard performance (Y). Hypothesis testing was carried out through t-tests to see partial effects, F-tests to see simultaneous effects, and coefficients of determination (R²) to determine the magnitude of the contribution of independent variables to the dependent variable. With this method, the research results are expected to be objective, systematic, and scientifically accountable.

Validity Testing

The basis for decision making in validity testing is as follows:

- a) If the r value is positive and the r_{result} is $> r_{\text{table}}$, then the item or variable is valid.
- b) If the r value is negative and $r_{\text{result}} < r_{\text{table}}$ or r result is negative $> r_{\text{table}}$ then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r_{xy}) is greater than the table r value (5%).

Instrument Reliability Test

According to Arikunto (2020), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The basis for decision making in the reliability test in this study is as follows:

- a) If the r alpha value is positive and $r_{\text{alpha}} > r_{\text{table}}$, then the item or variable is reliable.
- b) If the r alpha value is negative and $r_{\text{alpha}} < r_{\text{table}}$ or r alpha is negative $> r_{\text{table}}$, then the item or variable is not reliable.

Multiple Regression Analysis

Sugiyono (2019) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables between the dependent variable (Y) and the independent variables (X₁ and X₂), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable.

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

Technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows.

Coefficient of Determination

The definition of the coefficient of determination according to Supangat (2018) is: "The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Kuncoro (2021), according to him, the coefficient essentially measures the extent to which a model is able to explain variations in the dependent variable. The value of the coefficient of determination is between zero (0) and one (1). A small r^2 value means that the ability of the independent variables to explain the variable's variation is very limited. If the value is close to one, it means that the independent variables provide almost all the information needed to predict variations in the dependent variable.

The magnitude of the relationship between the variables "X₁" and "X₂" with the variable "Y" can be determined by using the coefficient of determination analysis, which is obtained by

squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

Information:

Kd = Value of coefficient of determination

r = Correlation coefficient value

Hypothesis

1. H1: Competence has a positive and significant effect on the performance of security guards at Novotel Lombok Resort & Villas.
H0₁: Competence does not have a positive and significant effect on the performance of security guards at Novotel Lombok Resort & Villas.
2. H2: Work culture has a positive and significant influence on the performance of security guards at Novotel Lombok Resort & Villas.
H0₂: Work culture does not have a positive and significant effect on the performance of security guards at Novotel Lombok Resort & Villas.
3. H3: Competence and work culture simultaneously have a positive and significant effect on the performance of security guards at Novotel Lombok Resort & Villas.
4. H0₃: Competence and work culture simultaneously do not have a positive and significant effect on the performance of security guards at Novotel Lombok Resort & Villas.

RESULTS AND DISCUSSION**Results**

This study involved 30 security guards working at Novotel Lombok Resort & Villas. Based on the characteristics of the respondents, the majority of security guards were male (28 people) (93.3%), while 2 were female (6.7%). In terms of age, respondents were dominated by the 31–40 year age group (12 people) (40%), followed by 20–30 year age group (10 people) (33.3%), and over 40 year age group (8 people) (26.7%). Based on length of service, most respondents had worked for 2–5 years (14 people) (46.7%), then more than 5 years (11 people) (36.6%), and less than 2 years (5 people) (16.7%). These data indicate that most security guards have sufficient work experience in carrying out their duties.

Based on the results of descriptive statistics, the average competency score (X1) is 4.05 which is included in the very good category. This indicates that Satpam has high knowledge, skills, and professional attitudes in carrying out security duties. The work culture variable (X2) obtained an average score of 3.85 which is included in the good category, which means that the values of work, responsibility, and teamwork have been running quite optimally. Meanwhile, the performance variable (Y) has an average score of 4.10 which is included in the very good category, indicating that in general Satpam has carried out its duties with high quality and effectiveness.

The results of the classical assumption test indicate that the regression model used has met the analysis requirements. The normality test shows an Asymp. Sig. value > 0.05, indicating that the residual data is normally distributed. The multicollinearity test shows a tolerance value > 0.10 and a VIF < 10, indicating that there is no multicollinearity between the independent variables. In addition, the heteroscedasticity test shows no specific pattern in the

scatterplot graph, so the regression model is declared free from symptoms of heteroscedasticity. Thus, the regression model is suitable for use in hypothesis testing.

The results of multiple linear regression analysis produce the equation $Y = 7.213 + 0.416X_1 + 0.327X_2$. The competency regression coefficient of 0.416 indicates that every increase in one unit of competency will increase the performance of Satpam by 0.416 units, assuming other variables remain constant. Meanwhile, the work culture regression coefficient of 0.327 indicates that every increase in one unit of work culture will increase performance by 0.327 units. The t-test results show that competency has a t-value of 2.943 with a significance of 0.006 (<0.05), and work culture has a t-value of 2.511 with a significance of 0.018 (<0.05). This means that partially both variables have a positive and significant effect on Satpam performance.

Furthermore, the F-test results show an F-count value of 24.836 with a significance of 0.000 (<0.05), which means that competence and work culture simultaneously have a positive and significant effect on security guard performance. The coefficient of determination (R^2) value of 0.643 indicates that 64.3% of the variation in security guard performance can be explained by competence and work culture, while the remaining 35.7% is influenced by other factors outside this study. Thus, it can be concluded that increasing competence and strengthening work culture together can make a major contribution to improving security guard performance at Novotel Lombok Resort & Villas.

Discussion

The Influence of Competence on Security Guard Performance

The t-test results show that competence has a positive and significant effect on security guard performance at Novotel Lombok Resort & Villas with a significance value of 0.006 (<0.05). This indicates that the higher the competence of the security guard, the higher the level of performance produced. The competence in question includes knowledge of security procedures, skills in handling emergency situations, and a professional attitude in carrying out duties. The regression coefficient of 0.416 indicates that competence has a fairly strong contribution to improving performance.

Theoretically, the results of this study align with Spencer and Spencer's (1993) opinion, which states that competence is a basic individual characteristic directly related to superior performance. In the operational context of hotel security guards, technical competencies such as observation skills, conflict management, and understanding of security standard operating procedures (SOPs) significantly determine work effectiveness. Furthermore, non-technical competencies such as interpersonal communication and emotional control also play a role in creating professional security services.

These findings also reinforce previous research, which found that competence significantly influences performance, particularly in service- and security-oriented professions. Therefore, improving competence through regular training, certification, and professional development is a crucial strategy for improving the quality of security guard performance.

The Influence of Work Culture on Security Guard Performance

The t-test results show that work culture has a positive and significant effect on security guard performance, with a significance value of 0.018 (<0.05). This indicates that a good work culture can drive improved work performance. The regression coefficient of 0.327 indicates that work culture makes a significant contribution to performance, although its influence is slightly lower than that of competence.

The work culture in question encompasses discipline, responsibility, teamwork, and adherence to applicable values and operational standards. In a hotel environment, security guards are not only responsible for maintaining security but also for maintaining the image and

comfort of guests. Therefore, a work culture that emphasizes professionalism, excellent service, and team coordination is essential for optimal performance.

Conceptually, these results support Robbins and Judge's (2017) theory, which states that a strong organizational culture will shape consistent work behaviors and increase organizational effectiveness. With a positive work culture, security guards will have a higher commitment to their duties and responsibilities, thus directly impacting improved performance.

The Simultaneous Influence of Competence and Work Culture on Performance

The F-test results show that competency and work culture simultaneously have a positive and significant effect on security guard performance with a significance value of 0.000 (<0.05). The coefficient of determination (R^2) value of 0.643 indicates that 64.3% of the variation in security guard performance can be explained by these two variables together. This indicates that the combination of individual abilities and a supportive work environment plays a significant role in improving work performance.

Practically speaking, competence without a strong work culture will not produce optimal performance. Conversely, a strong work culture without adequate competence is also insufficient to achieve high performance standards. Therefore, improving competence must be accompanied by strengthening a positive work culture to create synergy that encourages sustainable work quality improvement.

These findings emphasize the need for hotel management to address both aspects simultaneously. Investment in security guard training and development must be accompanied by the development of a disciplined, collaborative, and service-oriented work culture. With this strategy, the quality of security services at Novotel Lombok Resort & Villas can be maintained and even continuously improved.

CONCLUSION

Based on the results of research on the influence of competence and work culture on the performance of security guards at Novotel Lombok Resort & Villas, it can be concluded that competence has a positive and significant influence on security guard performance. The results of the partial test (t-test) show that competence significantly contributes to improving the quality, quantity, and effectiveness of security guard work. The higher the level of knowledge, skills, and professional attitudes possessed, the better the resulting performance. Thus, competence is an important factor that determines the success of implementing security duties in the hotel environment.

Furthermore, work culture has also been shown to have a positive and significant impact on security guard performance. A work culture that reflects discipline, responsibility, teamwork, and a service orientation can foster a conducive and productive work environment. Security guards who work within a strong and positive organizational culture tend to have a higher work commitment and are able to consistently carry out their duties according to applicable operational standards. This indicates that work culture plays a role in shaping work behaviors that support improved performance.

Simultaneously, competence and work culture were proven to have a positive and significant influence on security guard performance. The coefficient of determination (R^2) value of 64.3% indicates that these two variables have a large contribution in explaining variations in security guard performance, while the rest is influenced by other factors outside the study. This finding confirms that improving competence must go hand in hand with strengthening work culture to create synergy that can improve the quality of security services in a sustainable manner. Therefore, hotel management needs to pay serious attention to developing competence and establishing a professional work culture to maintain and improve security guard performance standards.

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