

THE EFFECT OF COMPETENCY AND WORK MOTIVATION ON EMPLOYEE SATISFACTION AND ITS IMPLICATIONS ON EMPLOYEE PERFORMANCE IN COMMUNITY HEALTH CENTERS IN BANDUNG CITY



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Abstract

This study aims to determine the effect of competence and motivation on job satisfaction and employee performance at the Bandung City Community Health Center. The results show that the competency variable criteria are in the poor to very good range, while the work motivation and job satisfaction variables are in the adequate to very good range. Meanwhile, the overall employee performance variable is in the very good category. Further analysis revealed that competence and motivation have a significant influence on job satisfaction, and job satisfaction has a significant influence on employee performance. Overall, competence, motivation, and job satisfaction account for 59.1% of the influence on employee performance, while the remainder is attributed to other variables not examined in this study.

Keywords: Competence, Work Motivation, Employee Satisfaction, Employee Performance Implications, Bandung City Community Health Center

INTRODUCTION

Community Health Centers (Puskesmas) are first-level health care facilities that organize and coordinate health services within their respective areas. One of the health development efforts aimed at improving health standards is the activities carried out by Puskesmas, which act as the spearhead of frontline services to the community, both inside and outside the Puskesmas building.

The public's demands and needs for quality healthcare services must be addressed by improving the quality of Human Resources (HR). Therefore, HR, especially in the health sector, plays a crucial role as a driving force for health programs. The role of HR also determines a country's health status, as evidenced by several health indicators (Misnaniarti, 2010). This demonstrates that the quality of human resources significantly determines the quality of the processes implemented, resulting in the achievement of good goals. This can be achieved if HR is able to perform better with high job satisfaction (Djestawana, 2012).

Performance is the work results achieved by a person in carrying out the tasks assigned to them, based on their skills, experience, sincerity, and time (Hasibuan, 2012; Fatkhurrozi, 2024). Good performance can be achieved if a person has the ability, will, and effort. Will and effort can generate motivation; once motivation is achieved, activity will arise.

According to Gibson (2008), many factors influencing performance are divided into three variables: individual factors such as skills and abilities, background, and demographics. Psychological factors include perception, attitude, personality, motivation, and job satisfaction. Meanwhile, organizational factors consist of leadership, compensation, conflict, power, organizational structure, job design, organizational design, and career.

Job satisfaction is a crucial aspect for Community Health Centers (Puskesmas). Job satisfaction can be directly observed through emotional expressions expressed through specific statements or behaviors (Wijaya, 2012). Satisfied employees have higher attendance rates and sometimes better performance than dissatisfied employees (Handoko, 2001).

Motivation is a driving force that also influences employee behavior within an organization (Tirtayana, 2005). Employee behavior at work is essentially aimed at achieving satisfaction, so it's important to consider factors that can motivate them. The results employees achieve at work are felt in the form of compensation, especially financial compensation.

Prawirosentono (2007) stated that an employee's performance will be good if the employee has high skills, willingness to work, decent rewards/wages, and has future hopes. Theoretically, three groups of variables influence work behavior and individual performance, namely: individual variables, organizational variables, and psychological variables. In this regard, so that employees are always consistent with their satisfaction, at least the company always pays attention to the environment in which employees carry out their duties, for example colleagues, leaders, work atmosphere and other things that can affect a person's ability to carry out their duties, then Simamora (2004) stated that performance refers to the level of achievement of tasks that form an employee's job, then Tika (2006) stated that performance is the result of a person's or group's job functions/activities in an organization that are influenced by various factors to achieve organizational goals within a certain time period.

According to Wibowo (2011), job satisfaction is defined as a general attitude toward one's work, which indicates the difference between the amount of rewards workers receive and the amount they believe they should receive. Job satisfaction is also influenced by the environment (job level, leadership, promotions, and social interactions), individual factors (gender, length of service, and education level), sense of security, working conditions (comfort of the workspace), and rest time.

50% of Puskesmas employees in Bandung City have standard knowledge and can complete their tasks. However, some Puskesmas employees in Bandung City, with their knowledge, cannot solve their work problems (45%), and their skills have work initiative (40%). This indicates that the competence of Puskesmas employees in Bandung City is still not optimal. If this is not improved, it is feared that it will affect the performance of Puskesmas employees in Bandung City in providing services to the community.

LITERATURE REVIEW

Management Theory

In an organization, management is needed to regulate the organization's operational processes to achieve its goals. In government agencies, particularly those concerned with public services, effective and efficient management is essential to achieving the goal of the service itself, namely, public satisfaction.

Human Resource Management

Human resource management is a field that specifically studies the relationships and roles of people within an organization. The fundamental element of human resource management is the people who constitute the organization's workforce. Therefore, the focus of human resource management studies is limited to issues related to the human workforce. Humans always play an active and dominant role in every organizational activity, as they are the planners, implementers, and determinants of the achievement of organizational goals.

The Importance of HR

Management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a specific goal. Management consists of 6 elements (6M), namely: man, money, method, materials, machines, and market (Hasibuan, 2012).

Motivation

Hasibuan (2011) states that motivation comes from the Latin word "movere," meaning to push or move. In management, motivation is directed at human resources in general and subordinates in particular. Motivation concerns how to direct the power and potential of subordinates so they are willing to work together productively, successfully achieving and realizing predetermined goals. Motivation is what causes, channels, and supports human behavior, encouraging them to work diligently and enthusiastically to achieve optimal results.

Competence

Experts generally offer varying views on competency. Bboyatzis (Armstrong, 2009) states that competency is the capacity possessed by employees that leads to behavior that is appropriate to job demands and organizational regulations, which in turn will produce desired results.

Job Satisfaction

Every individual working in any organization naturally expects to receive everything that is beneficial and advantageous for them. Essentially, job satisfaction is an individual matter, with varying levels of satisfaction depending on their value system. Their perceptions of their work environment and their feelings of satisfaction or dissatisfaction with it will influence their behavior at work.

Performance

Performance is the work results in terms of quality and quantity that an employee wants to achieve in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara 2011). According to the Indonesian Ministry of Health (2000), the Employee Performance Assessment system at the Community Health Center is a systematic assessment of work performance, discipline and employee potential carried out by direct superiors to their subordinates.

Community Health Center (Puskesmas)

The Community Health Center is a technical implementation unit of the District/City Health Service which is responsible for organizing health development in a work area.

RESEARCH METHOD

Research Object

In this study, the authors selected the competency, work motivation, performance, and satisfaction of Community Health Center employees as the research objects. This research was conducted at the Bandung City Health Office.

Research Methodology

This research was conducted using a descriptive quantitative approach. The research unit of analysis was the Community Health Center (Puskesmas). The information sources for the analysis unit were the Puskesmas staff who provided services and related staff. The required data sources were questionnaires and secondary data from the Puskesmas. Quantitative research is based on a positivist paradigm that is logico-hypothesis-verifiable, based on assumptions about the empirical object.

The first assumption is that objects/phenomena can be classified according to their nature, type, structure, shape, color, and so on. Based on this assumption, researchers can select specific variables from a research object. The second assumption of science is determinism (causal relationships). This assumption states that every phenomenon has a cause.

Based on the first and second assumptions, the researcher can select the variables to be studied and relate them to each other. The researcher created the research title The Influence of Competence and Work Motivation on Employee Satisfaction and its implications on employee performance at the Bandung City Community Health Center (Work motivation, Competence, Job Satisfaction, and Performance at the Bandung City Community Health Center are the research variables).

The third scientific assumption is that a phenomenon will not change over time. If the phenomenon being studied continues to change, it will be difficult to study. Based on the above assumption and the logico-hypothecological-verifiable scientific method, the quantitative research process will be linear. In principle, research is an activity undertaken to address a problem. A problem is the gap between what should be and what actually occurs.

It is the deviation between research, rules, theory, and implementation. Quantitative research begins with a preliminary study of the object being studied to identify the problem.

Population

A population is a generalized area consisting of objects or subjects with certain qualities and characteristics determined by researchers to be studied, and then conclusions are drawn (Sugiyono, 2016). According to Sekaran and Bougie (2013), in Zulganef (2018: 118), it can be understood that a population can be a group of people, events, or things that are interesting to study. In this study, the population was 967 employees of the Bandung City Health Office Community Health Center.

Sample

Sugiyono (2016) defines a sample as follows: "A sample is a portion of the number and characteristics of a population. Sampling is a step to determine the size of the sample taken in researching an object. Determining the size of the sample can be done statistically or based on research estimates. This sampling must be carried out in such a way that the obtained sample can truly function or can describe the actual state of the population; in other words, it must be representative."

According to Zulganef (2018: 119), a sample is defined as a part or subset of a population consisting of selected members of the population. Meanwhile, Siregar (2013: 34) states that the number of samples is determined using the Slovin formula:

$$n = N / \{ 1 + N (e)^2 \}$$

Information:

N = population

n = number of samples

e = error tolerance limit = 0.05

So in this study the population was calculated as 967 people, so the sample size is: $n = N / \{ 1 + N (e)^2 \}$ $n = 967 / \{ 1 + 9.67 (0.05)^2 \} = 275.8$, rounded up to 275 respondents

RESULTS AND DISCUSSION

Validity Test

Validity is the extent to which a measuring instrument measures whether it is in accordance with the established standards or measures whether it is in accordance with what is being measured (Sugiyono, 2011:196). To measure the validity of the questionnaire, the Pearson product-moment correlation method is used, namely, the results of all questionnaires in the form of scores are correlated (Nazir, 2005). The validity test is used to test whether the instrument used is valid. The results of the instrument are said to be valid if the calculated R > R table. From the data obtained that there were 275 respondents, then for n = 275, the R table = 0.1179 was obtained with a significance level of 5% or 0.05.

Competency Variable Validity Test

After calculations were carried out using SPSS, the validity of each statement item was obtained in the following table:

Table 1.
Competency Variable Validity Test Results

| Variables | Item Statement Item | R Count | R Table | Information |
|------------|---------------------|---------|---------|-------------|
| Competence | Kom1 | 0,151 | 0,1179 | Valid |
| | Kom2 | 0,496 | 0,1179 | Valid |

| | | | | |
|--|-------|-------|--------|-------|
| | Kom3 | 0,516 | 0,1179 | Valid |
| | Kom4 | 0,486 | 0,1179 | Valid |
| | Kom5 | 0,459 | 0,1179 | Valid |
| | Kom6 | 0,428 | 0,1179 | Valid |
| | Kom7 | 0,408 | 0,1179 | Valid |
| | Kom8 | 0,460 | 0,1179 | Valid |
| | Kom9 | 0,512 | 0,1179 | Valid |
| | Kom10 | 0,538 | 0,1179 | Valid |

Based on the table above, the questionnaire on Competence from 10 statement items is declared valid because the calculated r value of each item is greater than r table. This indicates that all statements given are appropriate for measuring the competency variable.

Validity Test of Work Motivation Variables

After calculations were carried out using SPSS, the validity of each statement item was obtained in the following table:

Table 2.
Summary of Validity Test Results for Work Motivation Variables

| Variables | R Count | R Table | Information |
|-----------|---------|---------|-------------|
| M1 | 0.626 | 0.1179 | Valid |
| M2 | 0.747 | 0.1179 | Valid |
| M3 | 0.571 | 0.1179 | Valid |
| M4 | 0.653 | 0.1179 | Valid |
| M5 | 0.702 | 0.1179 | Valid |
| M6 | 0.571 | 0.1179 | Valid |

Based on the table above, the Work Motivation questionnaire, consisting of 6 statement items, is declared valid because the calculated r value for each item is greater than the table r value. This indicates that all statements provided are appropriate for measuring work motivation variables.

Validity Test of Job Satisfaction Variables

After calculations were carried out using SPSS, the validity of each statement item was obtained in the following table:

Table 3.
Summary of Validity Test Results for Job Satisfaction Variables

| Variables | R Count | R Table | Information |
|-----------|---------|---------|-------------|
| KK1 | 0.678 | 0.1179 | Valid |
| KK2 | 0.753 | 0.1179 | Valid |
| KK3 | 0.677 | 0.1179 | Valid |
| KK4 | 0.740 | 0.1179 | Valid |
| KK5 | 0.600 | 0.1179 | Valid |
| KK6 | 0.696 | 0.1179 | Valid |

Based on the table above, the Job Satisfaction questionnaire, consisting of 6 statement items, is declared valid because the calculated r value for each item is greater than the r table. This indicates that all statements provided are appropriate for measuring the job satisfaction variable.

Performance Variable Validity Test

After calculations were carried out using SPSS, the validity of each statement item was obtained in the following table:

Table 4.
Summary of Performance Variable Validity Test Results

| Variables | R Count | R Table | Information |
|------------------|----------------|----------------|--------------------|
| K1 | 0.759 | 0.1179 | Valid |
| K2 | 0.677 | 0.1179 | Valid |
| K3 | 0.613 | 0.1179 | Valid |
| K4 | 0.718 | 0.1179 | Valid |
| K5 | 0.765 | 0.1179 | Valid |
| K6 | 0.805 | 0.1179 | Valid |
| K7 | 0.491 | 0.1179 | Valid |
| K8 | 0.793 | 0.1179 | Valid |
| K9 | 0.780 | 0.1179 | Valid |
| K10 | 0.631 | 0.1179 | Valid |

Based on the table above, the questionnaire on Performance from all 10 statement items is declared valid because the calculated r value for each item is greater than the r table. This indicates that all statements given are appropriate for measuring performance variables.

Reliability Test

Reliability testing is conducted to determine the level of consistency of a measurement. This reliability test is assessed if the Cronbach's Alpha value is >0.6, indicating that the questionnaire is reliable and can be used.

Competency Variables

Reliability Statistics

| Cronbach's Alpha | N of Items |
|-------------------------|-------------------|
| .421 | 10 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| Kom1 | 38.85 | 11.774 | -.189 | .565 |
| Kom2 | 38.63 | 8.897 | .123 | .434 |
| Kom3 | 36.60 | 8.745 | .158 | .412 |
| Kom4 | 35.91 | 10.105 | .349 | .355 |
| Kom5 | 36.10 | 9.899 | .271 | .363 |
| Kom6 | 36.01 | 10.219 | .267 | .371 |
| Kom7 | 35.91 | 10.576 | .290 | .379 |
| Kom8 | 36.16 | 9.867 | .268 | .363 |
| Kom9 | 35.93 | 10.276 | .406 | .357 |
| Kom10 | 36.04 | 9.801 | .398 | .337 |

Because the Cronbach Alpha value is <0.6 , the statement item with the largest Cronbach's Alpha value if the item is deleted must be deleted and the reliability test carried out again.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .565 | 9 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| Kom2 | 36.80 | 9.523 | .061 | .650 |
| Kom3 | 34.77 | 9.082 | .132 | .616 |
| Kom4 | 34.08 | 9.979 | .433 | .506 |
| Kom5 | 34.27 | 9.832 | .322 | .521 |
| Kom6 | 34.18 | 10.198 | .313 | .527 |
| Kom7 | 34.08 | 10.435 | .396 | .523 |
| Kom8 | 34.33 | 9.435 | .406 | .497 |
| Kom9 | 34.10 | 10.194 | .493 | .508 |
| Kom10 | 34.21 | 9.600 | .500 | .487 |

After the item Kom1 was deleted and the reliability test was carried out again, the reliability value obtained was $0.565 < 0.6$, so the item with the largest Cronbach's Alpha value if the item was deleted must be deleted and the reliability test carried out again.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .650 | 8 |

After the Kom2 item was deleted and the reliability test was carried out again, the reliability value obtained was $0.650 > 0.6$, so all items were reliable.

Work Motivation Variables

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .700 | 6 |

Job Satisfaction Variables

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .772 | 6 |

Performance Variables

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .867 | 10 |

Table 5.
Summary of Reliability Test Results

| Variables | Cronbach Alpha | 0.60 | Information |
|-----------|----------------|------|-------------|
| Com | 0.650 | 0.60 | Reliable |
| M | 0.700 | 0.60 | Reliable |
| KK | 0.772 | 0.60 | Reliable |
| K | 0.867 | 0.60 | Reliable |

Based on the reliability test results above, the Cronbach's alpha value for the research instrument's reliability coefficient ranged from 0.650 to 0.867. This means that the Cronbach's alpha value was greater than 0.600, indicating that all research variables were deemed reliable and met the requirements. Since the validity and reliability tests indicated that all variables were valid and reliable, the instrument (questionnaire) used was valid and reliable.

Path Analysis

In this study, the researcher used path analysis to answer the research hypothesis regarding the Influence of Competence and Work Motivation on Employee Satisfaction and its Implications on Employee Performance at the Bandung City Community Health Center.

The analysis of the influence of competency and work motivation on employee satisfaction and its implications for employee performance at the Bandung City Community Health Center was conducted quantitatively and qualitatively, namely analyzing data using statistical tools and explaining the results. In this section, the results of data processing will be analyzed using the path analysis method.

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .386 ^a | .149 | .142 | 3.329 |

a. Predictors: (Constant), Total_M, Total_Kom

b. Dependent Variable: Total_KK

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 9.460 | 2.636 | | 3.589 | .000 |
| | Total_Kom | .189 | .082 | .152 | 2.318 | .021 |
| | Total_M | .311 | .071 | .286 | 4.353 | .000 |

a. Dependent Variable: Total_KK

- Analysis of the influence of X1 on Y: from the analysis above, the significance value of X1 was obtained at 0.021 (<0.05). So it can be concluded that there is a direct significant influence of X1 on Y. (H1)
- Analysis of the influence of X2 on Y: from the analysis above, the significance value of X2 is 0.000 (<0.05). So it can be concluded that there is a direct significant influence of X2 on Y. (H2)

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .769 ^a | .591 | .586 | 2.692 |

a. Predictors: (Constant), Total_KK, Total_Kom, Total_M

b. Dependent Variable: Total_K

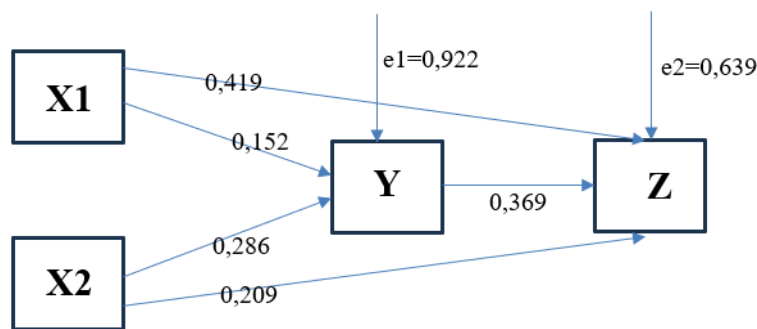
Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 5.562 | 2.183 | | 2.548 | .011 |
| | Total_Kom | .607 | .067 | .419 | 9.096 | .000 |
| | Total_M | .264 | .060 | .209 | 4.421 | .000 |
| | Total_KK | .430 | .050 | .369 | 8.656 | .000 |

a. Dependent Variable: Total_K

- Analysis of the influence of X1 on Z: from the analysis above, the significance value of X1 is 0.000 (<0.05). So it can be concluded that there is a direct significant influence of X1 on Z.
- Analysis of the influence of X2 on Z: from the analysis above, the significance value of X2 is 0.000 (<0.05). So it can be concluded that there is a direct significant influence of X2 on Z.

Analysis of the influence of Y on Z: from the analysis above, the significance value of Y is 0.000 (<0.05). So it can be concluded that there is a direct significant influence of Y on Z. (H4).



Path Coefficient:

- Referring to the Regression output in table 4.1, variables X1 and X2 have a significant effect on Y. The value of R Square is 0.149, this shows that the influence of X1 and X2 on Y is 14.9% and the rest is other variables. Meanwhile, for the value of $e1 = 0.922\sqrt{(1 - 0,149)}$ (H3)
- Referring to the Regression output in table 4.2, variables X1, X2 and Y have a significant effect on Z. The value of R Square is 0.591, this shows that the influence of X1, X2, and Y on Z is 59.1% and the rest is the influence of other variables. Meanwhile, for the value of $e2 = 0.639\sqrt{(1 - 0,591)}$
- Analysis of the Influence of X1 through Y on Z: it is known that the direct influence of X1 on Z is 0.419. Meanwhile, the indirect influence of X1 through Y on Z is the multiplication of the beta value of X1 on Y with the beta value of Y on Z, namely: $0.152 \times 0.369 = 0.056$. Then the total influence given by X1 on Z is the direct influence plus the indirect influence, namely: $0.419 + 0.056 = 0.475$. Because the direct influence is greater than the indirect influence, X1 through Y has an insignificant influence on Z.

- Analysis of the Influence of X2 through Y on Z: it is known that the direct influence of X2 on Z is 0.209. While the indirect influence of X2 through Y on Z is the multiplication of the beta value of X2 on Y with the beta value of Y on Z, namely: $0.289 \times 0.369 = 0.106$. Then the total influence given by Z1 on Z is the direct influence plus the indirect influence, namely: $0.209 + 0.106 = 0.315$. Because the direct influence is greater than the indirect influence, X2 through Y has an insignificant influence on Z.

Descriptive Discussion

The following will describe the results of descriptive analysis of the variables of motivation, competence, job satisfaction and performance of Bandung City Community Health Center employees.

Motivation (X)

Based on the discussion of each item of the statement submitted for the motivation variable measured by six questions with three dimensions, namely: the need for achievement, togetherness and power. Judging from the results of the study through the distribution and completion of questionnaires, data processing was obtained that motivation was in the sufficient (quite good) category, namely 3.2. However, this can be improved again, especially in terms of competition in achieving achievements. This is necessary so that employees are more motivated in doing their work.

Competence (X2)

Based on the discussion of each statement item proposed for the competency variable measured by ten questions with five dimensions, namely: motive, character, self-concept, knowledge and skills. Judging from the results of the research through the distribution and completion of questionnaires, data processing was obtained competency in the sufficient category (quite good) at 3.41. However, this can be improved again, especially in terms of knowledge and skills by providing special training such as computer courses or training on the duties and functions of each program.

Satisfaction (Y)

Based on the discussion of each statement item proposed for the satisfaction variable measured by six questions with six dimensions, namely: work, salary, promotion opportunities, awards, coworkers and working conditions. Judging from the results of the study through the distribution and completion of questionnaires, data processing was obtained satisfaction in the poor category of 2.58. This is caused by inappropriate salary/income, job/promotion opportunities that have never been carried out at the health center and inadequate conditions of facilities and infrastructure.

Performance (Z)

Based on the discussion of each statement item proposed for the performance variable measured by ten questions with six dimensions, namely: quantity, quality, job knowledge, creativity, cooperation, awareness, initiative and self-quality. Judging from the results of the study through the distribution and completion of questionnaires, data processing was obtained in the good criteria performance of 3.43. The result of 3.43 is in the good criteria but at the lower limit. If this can be improved with training on the duties and functions of the position held, employee performance can also improve.

Verification Discussion

The following will describe the results of the verification analysis of the variables of motivation, competence, job satisfaction and performance of Bandung City Community Health Center employees.

The Influence of Competence on Employee Job Satisfaction

The research results obtained a significance value of X^2 of 0.000 (<0.05). Therefore, it can be concluded that there is a direct, significant influence of X^2 on Y . This means that competence has a significant effect on increasing job satisfaction. The research results illustrate that the higher the motivation, the higher the employee satisfaction.

This is supported by the research results of Manik, Wiarah (2014) that competence has a positive and significant influence on the job satisfaction of Paramedics at Cibabat Hospital, Cimahi. The job satisfaction of a worker or employee in an organization or work institution is influenced by many factors, both factors from within the employee themselves and competency factors (skills).

The Effect of Motivation on Employee Job Satisfaction

This study found that motivation has a positive and significant effect on job satisfaction. This means that motivation significantly influences job satisfaction. The results indicate that higher motivation leads to higher employee satisfaction.

The results of this study are in line with research by Gomes (2003) and Gibson (2008) which revealed that motivation influences job satisfaction. Therefore, in the process of increasing employee satisfaction, motivation is one of the employee's considerations. If they have high motivation, it can be concluded that employees also have high satisfaction, which refers to the results of this study. These results are in accordance with research conducted by Wirajaya (2015) which stated that motivation has a significant effect on the performance of Community Health Center employees in Denpasar City. According to Chun and Meggison in Sulastris (2010:90), that: "motivation is defined as behavior shown towards motivational targets related to the level of effort made by an individual in pursuing a goal. Motivation is closely related to job satisfaction and job performance."

Motivation is essentially a driving force that can move employees to feel satisfied in their work and encourage them to work better. This is in accordance with Hasibuan (2004) that providing motivation makes someone more enthusiastic to work so that they can work together, work effectively and integrated with the aim of gaining satisfaction. In addition, providing motivation to employees aims to encourage employees to work more enthusiastically, increase employee job satisfaction, improve employee discipline, create good working conditions and relationships and increase a sense of responsibility for the tasks carried out. This shows that providing motivation is important to be done, especially by leaders because leaders need good cooperation with their employees in carrying out organizational tasks to achieve organizational goals (Hasibuan, 2001).

Humans are a crucial element in any organization, therefore, it is necessary to pay attention to matters related to employee motivation to maintain harmony between the organization's desires and the employee's desires as an individual. Health center employees who are highly motivated in their work tend to feel satisfied, so they will strive to provide good work results, especially in providing health services to the community. This is supported by Handoko (2001) and Hasibuan (2007), who stated that employee motivation is essentially aimed at ensuring employee satisfaction, which is then implemented in others by

providing good service to customers. Therefore, motivation plays an important role in achieving job satisfaction among health center employees and in improving the quality of services provided to the community.

The Influence of Competence and Motivation on Employee Job Satisfaction

Referring to the Regression output in Table 4.1, variables X1 and X2 have a significant effect on Y. The value of R Square is 0.149, which shows that the influence of X1 and X2 on Y is 14.9% and the rest is other variables.

This is consistent with Gouzaly's (2000) opinion, which states that motivation is a factor positively related to job satisfaction. Furthermore, these findings align with Mulyanto and Mini Setiyaarti's (2013) findings, which show that job competence has an indirect effect through job satisfaction and significantly impacts performance. These results indicate that increased job competence due to compliance with existing regulations can lead to increased employee job satisfaction, which in turn can lead to improved employee performance.

An employee's reflection on their work, which appears as a result of the interaction between the employee and their job, the work situation and conditions, the work environment, and their work, is called job satisfaction (Kartika and Thomas, 2010). An individual's attitude in responding to the work they are entrusted with can be felt both positively and negatively, which then, will indicate the situation of their external work environment. When the work is good, they will demonstrate competence, and vice versa, if the work is felt to be uncomfortable, they will show incompetent reactions.

As'ad (2005) stated that job satisfaction is an assessment or reflection of feelings related to work which involves aspects such as wages or salary received, career development opportunities, relationships with other employees, job placement, type of work, company organizational structure, and quality of supervision.

Based on the description above, it can be concluded that employee motivation and work competence have an impact on employee satisfaction at the Bandung City Health Center and can be accounted for.

The Influence of Job Satisfaction on Employee Performance

Analysis of the influence of Y on Z: from the analysis above, the significance value of Y is 0.000 (<0.05). Therefore, it can be concluded that there is a direct, significant influence of Y on Z.

The results of this study align with research conducted by Timpe (2004), which stated that there is a strong correlation between job satisfaction and optimal employee performance. Therefore, this study corroborates the findings of his research. According to Koter and Heskot (in Nurnaeni (2014), high satisfaction will correlate with performance if the needs related to satisfaction are met.

Robbins (2006), Luthans (2002), and Gibson (2008) state that job satisfaction has a positive relationship with performance, meaning that high job satisfaction will improve employee performance. This relationship will be stronger if the employee is not influenced by external factors, such as work that is highly dependent on machines. Job level also influences the strength of the relationship between job satisfaction and productivity. This study shows that a strong relationship is seen in employees with higher job levels, for example, in managerial positions. According to Timpe (2004), a person's performance can be influenced by internal and external factors. Internal factors are factors originating from within the employee themselves, such as the attitudes, behaviors, and abilities of functional

social workers, which can influence daily work. External factors are factors originating from the employee's environment; these factors can influence the social worker's skills and motivation.

As'ad (2005) states that job satisfaction is an assessment or reflection of an employee's feelings about their job. Job satisfaction is a feeling related to work, involving aspects such as wages or salary received, career development opportunities, relationships with other employees, job placement, type of work, company organizational structure, and quality of supervision. Meanwhile, feelings related to oneself include age, health, abilities, and education.

Conceptually, job satisfaction is related to employee performance. According to Value Theory, job satisfaction occurs when an individual perceives work results as expected. The more results an individual receives, the more satisfied they will be. By creating job satisfaction, which is a positive attitude individuals have toward their work, individual performance will be achieved (Wibowo, 2007).

Luthans (2007) states that there is a definite relationship between job satisfaction and performance. Wibowo (2007) clearly illustrates that there is a reciprocal relationship between job satisfaction and performance. On the one hand, job satisfaction is said to lead to increased performance, so satisfied workers are more productive. On the other hand, job satisfaction can also be caused by performance or work achievements, so productive workers will experience satisfaction.

The relationship between job satisfaction and employee performance was strengthened by a study of 366 employees at Midwestern Children's Hospital (1989). The study concluded that employee job satisfaction was shown to improve performance. The study's hypothesis, which stated a positive correlation between job satisfaction and employee performance, was accepted (Heyman and Martin, 1989).

CONCLUSION

Based on the analysis and discussion in the previous chapter, the purpose of this study was to obtain a clear picture of the influence of competence and motivation on job satisfaction and employee performance at Bandung City Community Health Centers. The following conclusions can be drawn:

1. The competency variable criteria at the Bandung City Community Health Center are in the poor to very good criteria.
2. The criteria for work motivation variables at the Bandung City Community Health Center are in the sufficient to very good criteria.
3. The criteria for job satisfaction variables at the Bandung City Community Health Center are in the sufficient to very good criteria.
4. The performance variable criteria at the Bandung City Community Health Center are in the very good criteria.
5. Competence has a significant influence on job satisfaction at the Bandung City Community Health Center
6. Motivation has a significant influence on job satisfaction at the Bandung City Community Health Center
7. Job satisfaction has a significant influence on performance at the Bandung City Community Health Center.

8. The influence of competence, motivation, and job satisfaction on performance is 59.1%

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