

The Influence of Competence and Training towards Employee Performance through Job Satisfaction as Intervening Variable in Wonoayu Health Center, Sidoarjo Regency



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ABSTRACT: This study aims to analyze the influence of competence and training on job satisfaction and employee performance at Wonoayu Community Health Center, Sidoarjo Regency. The results show that employee competence does not have a significant effect on job satisfaction, while training has a substantial impact on job satisfaction. Additionally, job satisfaction plays an essential role in enhancing employee performance. Competence and training directly have a positive effect on employee performance and through the mediation of job satisfaction. Wonoayu Community Health Center is advised to regularly conduct relevant and periodic training, create a comfortable and supportive work environment, and provide recognition and rewards to outstanding employees to boost motivation and job satisfaction. Providing career development programs, mentoring, and coaching is also important to help employees develop their competencies. Wonoayu Community Health Center should strengthen communication and cooperation between units and hold regular team-building activities. Future researchers should expand the sample and research locations, use a mixed-method approach, and conduct longitudinal studies. Future research should include external and personal factors that affect employee performance and develop a more comprehensive conceptual model while testing new hypotheses to enrich academic literature.

KEYWORDS: Competence, Training, Employee Performance, Job Satisfaction, Health Center.

I. INTRODUCTION

Human resources contribute their energy, ideas, skills, and creativity to an organization. The role of an individual is so important because it can push the organization to develop. Hence, human resources are the main assets in the business field. The success rate of an organization is based on the human resources' skill to actualize the organization's vision. Therefore, an organization always tries to recruit staff with excellent skills to complete their responsibility. According to Wibowo and Phil (2007), the practice of completing some tasks is called Capacity. Capacity is based on an individual's knowledge supported by their attitude. If human resources have the right skills, they can work fast, and the product will be of high quality, the compensation they get will also be higher. Meanwhile, employee recruitment can also be done by conducting human resource training and development programs (Murniati & Usman, 2009).

The recruitment process, training, evaluation, and management of employee compensation are known as human resources management tasks because they consider the relationship between equity, job security, and employment (Dessler, 2016). Knowledge, skill, and habit are the terms to call a good quality human resource (Hadi et al., 2022). Based on Undang-Undang, number 13, 2003, about employment, work competency is an individual's work habits, which include knowledge, skills, and work attitudes that are the same as the established standards. Some of the employees attend training to achieve some skills. Therefore, training can give employees the knowledge, skills, and attitude they need to work and specialize in their job (Suhardi, 2023).

Therefore, the company needs to increase training for their employee to meet today's and future needs of the company. American Psychological Association said that training and education can complete each other and are needed. Education and learning occur simultaneously when knowledge is applied or tested in practice during class and everyday life to overcome urgent situations. Education and training have the same goal: to change the employee's attitude to meet the company's needs and goals. The purpose of involving employees or staff in the training and training process is to ensure that they have the skills to continue working in the entity correctly. Employees are expected to work properly if their behavior in the entity is the same as expected. A

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suitable work capacity can increase the employee's habit of completing tasks to become more effective, fast, and professional (Winata, 2022).

Employee participation in the training and education activities enables employees to acquire new knowledge and values and thus improve their performance in completing the tasks. Mooduto et al. (2022) found that training and skill positively influence job performance. This aligns with Lucia and Sugiarto (2014), who found that skills and attitude can influence employee performance in company administration employees. Hence, research on the relationship between training and improving employee performance shows that job training significantly impacts the development of workers' knowledge, skills, and habits, ultimately contributing to improving employee performance (Kurniawan & Sutiyanti, 2021).

Pella (2020) found that employee, unit, and company productivity can lead to employee satisfaction and feeling involved. Job satisfaction can increase if the company's expectations are fulfilled, and vice versa. The early signs that employees do not feel satisfied with their work are absenteeism, conflict between superiors and employees, strikes, and employee turnover.

The unsatisfied employee can lead to decreased motivation, work ethic, and job achievement in quality or quantity. Meanwhile, employees who feel satisfied can bring positive effects and increase their dedication and accuracy (Widyaningsih et al., 2024). It relates to how job satisfaction affects job performance (Permatasari & Yanuar, 2024). Hence, each of the employees has specific and unique characteristics; it has become a challenge for the management to satisfy all of the employees so they can bear work in the company (Wijaya, 2022).

Employee performance is interpreted as how the employee can finish their work effectively based on their attitude, knowledge, dedication, and how they manage their time (Amelia et al., 2022). In carrying out a task, work result standards, targets, and previously established and agreed targets are determined (Amelia, 2022). Based on the interview conducted with the employee of Wonoayu Health Center, Sidoarjo Regency, some things could be improved. The main problem is that there needs to be more training in the health center. The training could be organized better; therefore, the distribution of the training between employees is not evenly distributed. Initially, this meant that employees needed to receive an adequate assessment of their skills; sometimes, the health service needed to comply with standard operational procedures. Therefore, the employee becomes unsatisfied with their work, and their productivity decreases; the worst part is that it leads to malpractice.

Many complaints from unsatisfied patients prove the lack of service. The application <https://s.id/sibangenpkmwonoayu> found that out of 76 civil servant employees at the health center, 33 employees already conducted a training process, and only 9 people (11.84%) met the target training session for 20 hours of lessons. There is still a big gap. Based on the background problems, this research aims to (1) describe the competence, training, job satisfaction and performance of employees at the Wonoayu Health Center, Sidoarjo Regency, (2) analyse the effect of competence and training towards job satisfaction at the Wonoayu Health Center, Sidoarjo Regency, (3) analyse the effect of training and competence towards job performance at the Wonoayu Health Center, Sidoarjo Regency, (4) analyse the effect of job satisfaction towards job performance, and last (5) to analyse the effect of competence and training towards job performance through job satisfaction at the Wonoayu Health Center, Sidoarjo Regency.

II. LITERATURE REVIEW

Employee Performance

Employee performance, including the amount of work produced in completing the responsibilities given, is based on ability, experience, dedication, and time (Hasibuan, 2008). Performance evaluation or work achievement is a process that includes setting performance standards, assessing employee performance against performance standards, and providing criticism and suggestions to help employees improve or maintain their current level (Iswahyudi et al., 2023). It can also be dictated whether the employee needs special training for their career, from formal and systematic evaluation. Feedback is also needed to evaluate the selection, orientation, and recruitment process.

Job Satisfaction

Job satisfaction is a positive idea related to work and emerges from their quality evaluation. Sobandi et al. (2021) said job satisfaction reflects an employee's love for the work. Work morale, compliance, and work performance reflect this perspective. There are four theories of job satisfaction, according to Mangkunegara and Prabu (2006), such as:

- (1) Balance theory. According to Wexley and Yukl, all of the value that employees gain can help them finish their tasks, such as knowledge, experience, skills, effort, personality, and work hours.
- (2) Diversity theory. Proter was the first one to support the idea that employee satisfaction can be used to measure the difference between the employee's expectations and what they really feel in reality. Otherwise, Locke found that employee satisfaction is based on the difference between what they get and their expectations.

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- (3) Fulfillment of needs theory. According to this theory, employee satisfaction depends on how well their needs are met. If the employees already have what they need, they feel satisfied. Otherwise, they will be frustrated if they cannot meet their needs.
- (4) Group view theory. According to this theory, employee satisfaction depends not on their needs but on the group perspective. Groups are considered for evaluating employees because employees will be more satisfied if the results of their work are in accordance with the interests and needs expected by the audience.

Competence

The habit of completing a particular task is defined as competence (Gilang, 2022). Competence depends on the employee's skills, knowledge, and willingness to work within the scope of the task. Knowledge, skill, and attitude are the three fundamental elements and essentials every individual has. Various skills have been proven to impact a person's performance and effectiveness positively. Skills are classified based on their goals or intentions at a very abstract level, or their essence, as well as their visible behavior (Dermawan et al., 2022)

Training

One of the methods to develop the quality of human resources is training. Because the work environment will constantly change, the strategy and other factors will also affect the job demands; therefore, whether new or old employees need to attend the training process (Dessler, 2016). Training can be designed for various goals and can be classified as (1) basic training, undergone by all of the employees to comply with the requirements and mandatory; (2) technical training, the goal is to help the employee fulfill their responsibility; (3) interpersonal and problem-solving training, aims to improve relationships within the organization and address internal and external problems, (4) innovative training, offers a long-term approach to improving the future skills of people and organizations (Cahyadi et al., 2023).

Therefore, the model theory is shown like this:



Image 1: Model Theory

III. METHOD

This research using quantitative method to find the relationship between the variable and the impact between each other (Sugiyono, 2009). The population in this research including all of the employee of Wonoayu Health Centre in Sidoarjo Regency, total 76 people. Therefore, the sampling using census, and all of the population become the sample of this research. Analysis data in this research including: (1) descriptive analysis: to describe the research object without explaining general conclusion, this analysis aims to change the initial data become clear and easy form, (2) classic assumption analysis: using Ordinary Least Square (OLS) method to ensure that the estimation data is clear, with verification using multicollinearity, heteroscedasticities, and normality analysis (Agustianti, et al., 2022).

IV. RESULT

A. VALIDITY ANALYSIS

Validity analysis using product correlation moment in the variable of Job Performance (Y2), Job Satisfaction (Y1), Competence (X1) and Training (X2) to all of the participant. Validity analysis using SPSS 25 and found that all of the variables is valid because the Sig. value is 0.000 and the R-count is higher than the R-table 0.3. Therefore, all of the item can be used for research.

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B. RELIABILITY ANALYSIS

This research using Alpha Cronbach technique to found the reliability of the questionnaire. Reliability checks were conducted on 76 participants using IBM SPSS Statistics Version 25 software. Therefore, it is found that all of the data have value bigger than 0.7 and the data can be used for research.

C. ANALYSIS DESCRIPTIVE

There are four variables in this research, therefore the descriptive analysis shown like this:

a. Competence (X1)

The result of this research found that the index variable of competence is 4.06 which explain that the competence in Wonoayu Health Centre quite good. The average index is in indicator work knowledge in 4.14, reflected in the question item "I understand my job duties", "I know the knowledge related to the procedures in my workplace", "I can solve my work problems".

b. Training (X2)

The result of this research found that the index variable of training is 4.12 which explain that the training in Wonoayu Health Centre is good. The biggest average index is in the indicator of learning in 4.14, explained in the question item "training results are very useful in improving work performance", "I experienced an increase in understanding related to my work", "The training material can be applied in my work environment".

c. Job Satisfaction (Y1)

The result of this research found that the index variable of job satisfaction is 4.11 which explain that the job satisfaction in Wonoayu Health Centre is good. The biggest average index is in the indicator of work-colleague satisfaction in 4.17, explained in the question item "I am always supported by my co-workers when I face difficulties in my work", "My social needs in interacting with co-workers are fulfilled".

d. Job Performance (Y2)

The result of this research found that the index variable of job performance is 4.07 which explain that the job performance in Wonoayu Health Centre is quite good. The biggest average index is in the indicator of quality in 4.14, explained in the question item "The results of my work are the same as the performance indicator standards", "The results of my work are the same as the instructions given by my superiors", "I am always careful in doing my work".

D. CLASSIC ASSUMPTION ANALYSIS

This study has 3 assumption tests. First is multicollinearity test, found that all of the tolerance data is bigger than 0.1 and the VIF value is smaller than 10, therefore the regression is free from multicollinearity. Second is heteroscedasticity, using scatterplot found that the data is scattered without any particular pattern, therefore there is no heteroscedasticity. Last, is normality using p-plot, found that the data is scattered in line with the diagonal line, hence the data is normal.

E. HYPOTHESIS TEST

Table 1: Hypothesis Test

| Variables | Direct Effect | Sig. | Indirect Effect | Total Effect |
|---|---------------|-------|-----------------------|-----------------------|
| Competence -> Job Satisfaction | 0.105 | 0.410 | | |
| Training -> Job Satisfaction | 0.719 | 0.000 | | |
| Competence -> Job Performance | 0.245 | 0.056 | | |
| Training -> Job Performance | 0.419 | 0.007 | | |
| Job Satisfaction -> Job Performance | 0.962 | 0.000 | | |
| Competence -> Job Satisfaction -> Job Performance | | | 0.105 x 0.962 = 0.101 | 0.245 + 0.101 = 0.346 |
| Training -> Job Satisfaction -> Job Performance | | | 0.719 x 0.962 = 0.692 | 0.419 + 0.692 = 1.111 |

From the table can be seen that the first hypothesis, there is no significant effect between competence (X1) and job satisfaction (Y1) because the Sig. value is 0.410 bigger than 0.005. Next second hypothesis, training (X2) has significant effect towards job satisfaction (Y1) because the Sig. value is 0.000 smaller than 0.005. The third hypothesis, job satisfaction (Y1) has significant effect towards job performance (Y2) because the Sig. value is 0.000 smaller than 0.005. The fourth hypothesis found that there is

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significant and simultaneous effect between competence (X1) and training (X2) towards job performance (Y2). Last, the fifth hypothesis found that the total effect between competence (X1) towards job performance (Y2) through job satisfaction (Y1) is 0.346 which is bigger than direct effect. Therefore, it is found that competence significantly affected job performance through job satisfaction. And the total effect between training (X2) towards job performance (Y2) through job satisfaction (Y1) is 1.111 which is bigger than the direct effect. Therefore, it is found that job satisfaction able to mediate competence and training towards job performance.

V. DISCUSSION

Description of Competence, Training, Job Satisfaction and Employee Performance

Competence is the ability to complete the work task according to the employee's skill, knowledge, and professional attitude. Competence is important for superior team performance and business success. Meanwhile, training is focused on increasing employee skills to comply with continually changing work demands. Job satisfaction is a positive feeling toward work that will affect the employee's morality, discipline, and work achievement. Last, employee performance is rated by employee competence, experience, and dedication. Job performance also needs to encourage improvement in work quality.

Competence effect towards Job Satisfaction

In this research, there is no significant effect between competence and job satisfaction in Wonoayu Health Centre. Hence, they need more than good employee knowledge and comprehension to make them satisfied with their jobs. Competence has more influence on work processes and results than job satisfaction. So, increasing employee competence will not increase job satisfaction in Wonoayu Health Centre, Sidoarjo Regency.

Training effect towards Job Satisfaction

This research found a significant effect between training and job satisfaction in Wonoayu Health Centre. Training positively impacts job satisfaction, mainly because the result of training is increased job performance. Hence, training affects individual attitudes and performance. It also encourages employees to actively participate in the training and apply their skills. In Wonoayu Health Centre, increased training increases employee involvement and participation in various training activities.

Job Satisfaction towards Employee Performance

This research found that job satisfaction significantly influences employee performance in Wonoayu Health Centre. Therefore, if the employee feels satisfied with their job, their performance will also increase. The highest score indicator in job satisfaction is how employees are open to their coworkers, and it shows how the employees build chemistry among their coworkers that will increase job performance in Wonoayu Health Centre. Therefore, in Wonoayu Health Centre, it is important to maintain job satisfaction by planning out the strategy and relevant program to develop the health center. Also, evaluation needs to be done routinely.

Competence and Training effect towards Employee Performance

Training and competence significantly influence employee performance in Wonoayu Health Centre. Hence, every increase in Competence and Training implemented by Wonoayu Health Center will have a positive impact on increasing employee performance. Therefore, proper training and competence will help Wonoayu Health Centre achieve its goals. Because competence can reflect the habits of the employee in their daily life. Meanwhile, training is a medium that can increase employee capacity. These two variables have proven to influence employee performance significantly. In this research, competence ensures employee readiness to carry out a task the company assigns.

Competence and Training effect towards Employee Performance through Employee Satisfaction

This research found that competence and training significantly influence employee performance through employee satisfaction in Wonoayu Health Centre. It has been found that employee satisfaction can affect competence, training, and employee performance. Good training and competence can increase employee satisfaction, therefore increasing employee performance. Therefore, competence still becomes an important variable that can show the employee's attitude in completing the task.

VI. CONCLUSION

Based on the result of the research about the influence of competence and training towards employee performance through job satisfaction in Wonoayu Health Centre, Sidoarjo Regency, the conclusion stated:

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1. Competence including skills, knowledge, and work attitude significantly influence employee performance in Wonoayu Health Centre. Hence, the employee with a great performance can complete the task well and will help organization to reach the goals. Therefore, competence does not influence job satisfaction in the employee in Wonoayu Health Centre.
2. Hence, Training significantly influences job satisfaction. Because training can help employee to increase their skills in completing the work load. In Wonoayu Health Centre, the training can positively influence whether job satisfaction or employee performance.
3. Job satisfaction had important role in increasing employee performance. Because a satisfied employee tends to have a high work moral, discipline and a great work achievement. In Wonoayu Health Centre, job satisfaction significantly influences employee performance.
4. Employee performance is a combination of habit, effort and opportunity. In Wonoayu Health Centre, whether competence or training had a significant effect towards employee performance. Because increasing of competence and training can give positive changes towards their performance, and can help organization to reach their goals.
5. Job satisfaction can mediate between competence and training in employee performance. A capable and trained employee usually feels satisfied with their job, and so can help them to increasing their performance. In Wonoayu Health Centre, increasing the right competence and training can help employee to increasing their satisfaction, as well as their performance.

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