

## DETERMINATION OF COMPETENCE, MOTIVATION AND WORK ENVIRONMENT TOWARDS PERFORMANCE ACHIEVEMENT IN THE INTERVENING OF WORK SATISFACTION OF COMMUNITY HEALTH CENTER EMPLOYEES IN KUNDUR ISLAND, KARIMUN REGENCY

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### Abstract:

The UPT Puskesmas on Kundur Island has performance achievements in the poor category. However, data has also been found showing that the performance achievements of existing employees are in the excellent category. Quantitative research aimed at determining Competence, Motivation, and Work Environment on Performance Achievement in Intervening Employee Job Satisfaction. It was concluded that there was a significant determination of employee competence and job satisfaction on employee performance, no significant determination of work motivation and work environment on employee performance achievement, and no significant determination of work competence and motivation on job satisfaction. Then, there is a significant determination of the work environment on job satisfaction. It was also concluded that there was no significant determination of employee competence, work motivation, and work environment to improve Performance in employee job satisfaction interventions. It is recommended that elements of the UPT Puskesmas leadership on Kundur Island, Karimun Regency, discuss with the Puskesmas performance achievement evaluation team regarding performance achievement benchmarks based on employee competency factors. Again, regarding the suitability of the work environment in terms of its influence on performance achievement, as soon as possible, take solution action regarding the presence of employees who feel less motivated to improve or maintain their performance achievement.

**Keywords:** Competence, Motivation, Work Environment and Performance

## INTRODUCTION

In the Regulation of the Minister of PANRB No. 6 of 2022 concerning the Management of the Performance of State Civil Apparatus Employees, it is emphasized that if the performance achievement of an organizational unit is "poor," then ideally, most of the employees' performance predicates are also lacking. Related to this, information was found that the performance achievement of the UPT Puskesmas on Kundur Island, Karimun Regency, namely the Kundur Barat, Tanjung Berlian, Tanjung Batu, Ungar and Belat Puskesmas, all had performance achievements in the poor category, but data was also found showing that in general the performance achievements of employees in the excellent category. Then, the employee's Competence is also good, and the physical and non-physical conditions of the work environment are appropriate because they are by the provisions and according to expert theory. So, these findings differ from the affirmation in the Regulation of the Minister of PANRB No. 6 of 2022. The field investigation results also revealed that



some employees felt less motivated to improve or maintain their performance achievements. This condition is in line with the findings of data that show an increase in workload but minimal appreciation received by employees and a decrease in the attendance rate of all employees at the UPT Puskesmas Pulau Kundur, Karimun Regency, per quarter in 2023. Referring to these findings, it is considered necessary and essential to conduct a more in-depth and scientific study that is focused and aimed at determining the Determination of Competence, Motivation, and Work Environment on Performance Achievement intervened by Job Satisfaction of Puskesmas Employees on Pulau Kundur, Karimun Regency.

**Performance.** Performance results from work regarding quality and quantity in tasks (Mangkunegara in Hutgalung 2022: 202). Meanwhile, according to Silaen et al. (2021: 2), Performance results from work achieved in carrying out tasks at a particular time. It is concluded that performance achievement results from work achievement for one year by Health Center Employees on Kundur Island. According to Khaerana & Olfiyandari (2019: 64-65), Performance indicators are 1) Work results, 2) Work efficiency, and 3) Work creativity. According to Wirawan, Performance indicators consist of 1) the number of jobs, 2) Quality of work, 3) Punctuality, 4) Attendance, and 5) Ability (Astuti, 2020: 13). It is concluded that the performance indicators are 1) Target number and completion of work, 2) Innovation and creativity, 3) Work errors, 4) absenteeism, 5) Cooperation,

**Competence.** Sukmanitri (2024:23) said that Competence is an essential characteristic inherent in the form of knowledge and skills to do a job. Kenedi et al. (2024: 4). Competence is a crucial trait to fulfill a specific job's duties (Competence is a crucial trait that someone must have to fulfill specific job duties). It is concluded that Competence is the ability of Health Center employees on Kundur Island, Karimun Regency, to possess all their knowledge and skills. The competency indicators used are: 1) Having the ability and expertise, 2) Having the will and initiative, 3) Having the ability to identify problems and find solutions, and 4) Friendliness and politeness (Sukmanitri, 2024, p. 23).

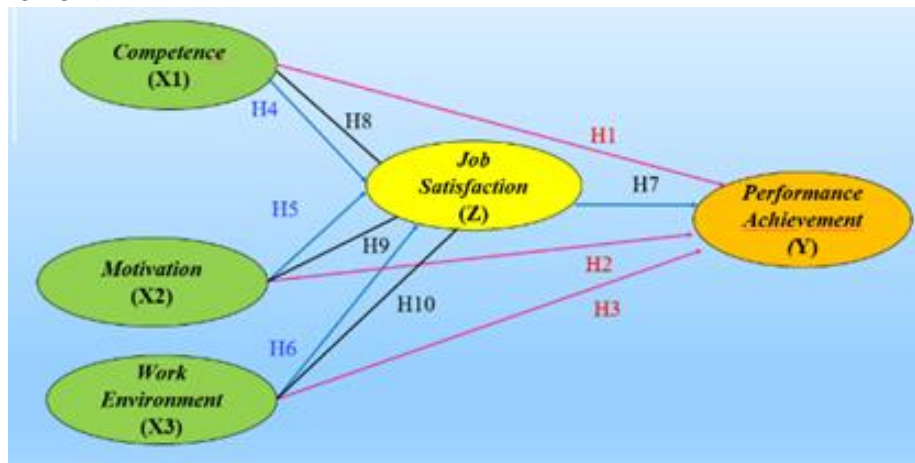
**Motivation.** Putri et al. (2022:119). This work motivation supports and drives human behavior to act a certain way. Astriani et al. (2024: 42) Motivation is the primary driving force that drives people, or the desire to devote all their energy to a goal. (The driving force or desire to devote all energy to a goal). It is concluded that motivation in this study is a process that arouses, directs, and maintains the behavior of Health Center Employees in Kundur Island, Karimun Regency, to achieve the main performance goals. According to Abraham Maslow, as quoted by Arisanti et al. (2019: 105). measurement of work motivation can be measured through Physiological Needs, 2) Sense of Security, 3) Social and Actualization Needs, and 4) Need for appreciation.

**Work Environment.** According to Idayati (2020:196), the work environment is an internal environment that represents factors in an organization. Affandi argues that the work environment refers to things that exist in the worker's environment and affect the implementation of their duties, such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and whether the work equipment is intact and adequate. (Astuti, 2020:26). It is concluded that the work environment in this study exists in the environment of the Puskesmas employees on Kundur Island, Karimun Regency, which can be helpful to and influence employees in carrying out their duties. The work environment indicators in this study refer to Siagian, namely the physical and non-physical work environments. (Astuti, 2020:26-28).

**Job Satisfaction.** According to Harahap and Tirtayasa (2020:125). Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Meanwhile, according to Jopanda (2021:7), job satisfaction is the attitude and feelings of employees towards work, work environment, rewards and assessment of work results in the form of pleasure or displeasure. It is

concluded that job satisfaction is a pleasant or unpleasant feeling or emotional state related to the work of Puskesmas employees on Kundur Island, Karimun Regency. In this study, indicators for measuring job satisfaction refer to Busro (2018:112) and Jopanda (2021:84). Namely: 1) Absenteeism, 2) Salary suitability, and 3) The work itself. 4) Promotion opportunities and supervision.

**Conceptual Framework**



Source: Processed by Author, 2024

**Figure 1.** Conceptual Framework Image

**METHODS**

**Design, Location and Time of Research.** A quantitative approach will be used, and a questionnaire will be distributed to employees of the Health Center in Kundur Island, Karimun Regency. With the implementation time starting from April 2024 to August 2024

**Research Variables and Operational Definition of Variables.** The variables operated using five exogenous variables, namely Competence (X1), Motivation (X2), and Work Environment (X3). Intervening variables, Job Satisfaction (Z) and Performance Achievement (Y) as endogenous variables

**Population and Sample.** The population in this study were all employees of the Health Center in Kundur Island, Karimun Regency, with the criteria of personnel who are required to have a STR (Registration Certificate), namely Doctors, Dentists, Nursing, Midwifery, Health, Nutritionists, ATLM, Medical Recorders, Pharmacists and Pharmacists totaling 212 people. For the sampling method using the Slovin formula, which is as follows:  $n = N / 1 + (N \times e^2)$

Where: n: Sample size N: Population e<sup>2</sup>: Percentage of error (error rate) of still desired sampling. With a confidence level of 95% and an error rate of 5%, with the following calculation:  $n = 212 / [1 + (212 \times (0.05)^2)] = 138.56$  (rounded to 140 respondents). Then, from the 140 respondents, a survey was conducted using a questionnaire containing 63 statements.

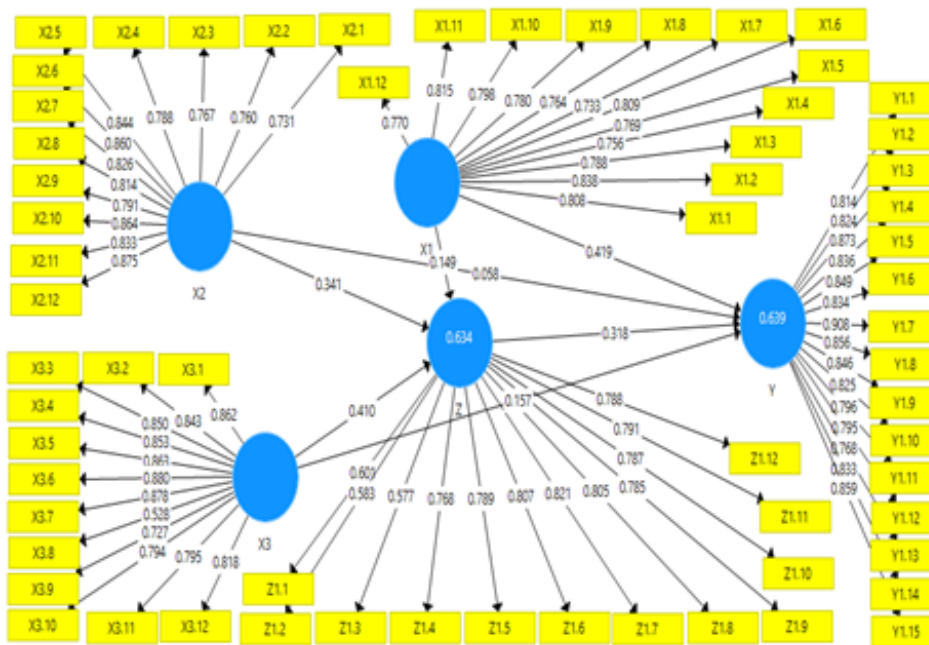
**Types, Sources, Data Collection and Analysis Techniques.** Primary data were obtained directly from respondents through observation, interviews and questionnaires, while secondary data were obtained through literature research and data related to the five variables. The data analysis technique used to test the hypothesis used PLS (Partial et al.) analysis. This was chosen because it is more straightforward if the results remain accurate. (Duryadi, 2021: 31-38).

**RESULT AND DISCUSSION**



**Respondent Demographics.** The description of the 140 respondents who were sampled, namely female gender as much as 81.4%, male gender as much as 18.6%, aged 19 years to 35 years there is 65.7%, aged 36 years to 45 years there is 27.1%, aged 46 years to 55 years there are 6% and aged over 56 years there is 1.1%, Nursing there is 36.2%, Midwifery there is 34.8%, Doctors there are 7.1%, Health and Environmental there are 6.3%, Nutritionists there are 2.9%, ATLM there is 2.9%, Pharmacists there are 2.9%, Medical Records there are 2.3%, Pharmacists there are 2.3%, Dentists there is 2.3%. Then, 75% have PNS status, and 25% are OK then respondents from the Ungar Health Center UPT are 22.9%, Tanjung Batu Health Center UPT 21.4%, Kundur Barat Health Center UPT 19.3%, Tanjung Berlian Health Center UPT 19.3% and Belat Health Center UPT 17.1%.

**Validity and Reliability Test Results**



Source: Smart PLS Output, 2024

**Figure 2.** Image of Outer Model Test Results

The picture above shows four items with values above 0.5 and below 0.7, namely X3.8, Z1.1, Z1.2, and Z1.3, while other variables have values greater than 0.7. so that it has met the criteria; according to Duryadi (2021:109), if the outer loading value is > 0.7, then it meets the convergent validity criteria and outer loading > 0.5 can be tolerated as long as the construct validity and reliability are green. The results of the Discriminant Validity test can be seen in the following table:

**Table 1.** Cross Loading Value

	X1	X2	X3	Z	Y
X1.1	.808	.433	.289	.530	.351
X1.2	.838	.477	.337	.605	.397
X1.3	.788	.437	.365	.514	.385
X1.4	.756	.531	.419	.521	.474
X1.5	.769	.480	.322	.520	.442
X1.6	.809	.493	.418	.605	.489
X1.7	.733	.354	.206	.471	.339

X1.8	.764	.362	.224	.494	.364
X1.9	.780	.380	.166	.525	.349
X1.10	.798	.492	.371	.554	.417
X1.11	.815	.490	.321	.519	.399
X1.12	.770	.481	.370	.529	.404
X2.1	.378	.731	.532	.428	.472
X2.2	.427	.760	.558	.457	.497
X2.3	.335	.767	.563	.425	.521
X2.4	.388	.788	.580	.452	.625
X2.5	.417	.844	.649	.471	.644
X2.6	.438	.860	.631	.455	.651
X2.7	.610	.826	.661	.659	.636
X2.8	.621	.814	.667	.711	.635
X2.9	.612	.791	.618	.669	.585
X2.10	.442	.864	.755	.540	.726
X2.11	.493	.833	.660	.575	.607
X2.12	.385	.875	.723	.508	.648
X3.1	.377	.593	.862	.510	.549
X3.2	.369	.635	.843	.479	.604
X3.3	.385	.633	.850	.492	.608
X3.4	.298	.695	.853	.417	.621
X3.5	.382	.673	.863	.506	.625
X3.6	.308	.707	.880	.460	.668
X3.7	.315	.723	.878	.447	.640
X3.8	.215	.425	<b>.528</b>	.377	.352
X3.9	.334	.498	.727	.602	.505
X3.10	.347	.618	.794	.600	.608
X3.11	.310	.683	.795	.485	.653
X3.12	.324	.696	.818	.527	.687
Z1.1	.519	.499	.566	<b>.601</b>	.633
Z1.2	.436	.438	.509	<b>.583</b>	.592
Z1.3	.433	.433	.448	<b>.577</b>	.624
Z1.4	.177	.538	.547	.768	.340
Z1.5	.197	.574	.535	.789	.374
Z1.6	.212	.575	.520	.807	.387
Z1.7	.425	.589	.573	.821	.551
Z1.8	.482	.645	.694	.805	.601
Z1.9	.430	.572	.621	.785	.588
Z1.10	.409	.570	.479	.787	.439
Z1.11	.330	.619	.497	.791	.439
Z1.12	.367	.582	.501	.788	.444
Y1.1	.594	.537	.473	.626	.814
Y1.2	.579	.514	.473	.591	.824
Y1.3	.541	.576	.467	.539	.873
Y1.4	.573	.480	.417	.554	.836
Y1.5	.567	.517	.453	.581	.849
Y1.6	.581	.500	.447	.562	.834
Y1.7	.627	.627	.581	.646	.908
Y1.8	.656	.530	.462	.604	.856
Y1.9	.648	.499	.401	.573	.846
Y1.10	.494	.538	.535	.518	.825





Y1.11	.502	.512	.466	.484	.796
Y1.12	.488	.535	.516	.476	.795
Y1.13	.474	.631	.636	.613	.768
Y1.14	.559	.597	.632	.622	.833
Y1.15	.593	.658	.637	.638	.859

Source: Smart PLS Output

In the table above, items X3.8, Z1.1, Z1.2, and Z1.3 loading values on the intended construct are smaller than others, and the standard value for each construct is less than 0.7. So, it shows that the manifest variable is invalid and cannot explain its latent variable, so it is not included in the next stage. While the value of other items, loading on the intended construct compared to other y values and the standard value of each construct > 0.7, so it shows that the manifest variable is valid and can explain its latent variable (Duryadi, 2021, p. 125) For the output results of the Composite Reliability test by not including items X3.8, Z1.1, Z1.2, Z1.3, can be seen in the following table:

**Table 2.** Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.944	0.945	0.951	0.618
X2	0.954	0.958	0.959	0.663
X3	0.956	0.957	0.962	0.698
Z	0.947	0.950	0.955	0.700
Y	0.969	0.970	0.972	0.697

Source: Smart PLS Output, 2024

The table above shows that all variable values in the reliability test, both Cronbach's Alpha and composite reliability, have values above 0.7 and AVE with a value of more than 0.5. So, it is concluded that the variables tested are valid and reliable, so structural model testing can be carried out. (Duryadi, 2021:126)

**Results of Inferential Analysis with Structural Model (Inner Model)**

**Table 3.** R Squares

	R Square	R Square Adjusted
Z	0.607	0.595
Y	0.533	0.523

Source: Smart PLS Output, 2023

The table shows that the R Square value of Job Satisfaction (Z) is 0.595, meaning that the job satisfaction variable is 59.5% influenced by Competence, motivation and work environment. In comparison, other factors outside the variables studied influence 40.5%. The R Square value of Performance Achievement (Y) is 0.523, meaning that the performance achievement variable is 52.3% influenced by Competence, motivation, environment and job satisfaction. In comparison, other factors outside the variables studied influence 47.7%. The R Square value of Job Satisfaction (Z) is 0.595, and the R Square value of Performance Achievement (Y) is 0.523, meaning the model is good.

**Table 4.** Model Fit Table (NFI Value)

	Saturated Model	Estimated Model
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SRMR	0.092	0.092
d_ ULS	15.114	15.114
d_ G	11.617	11.617
Chi-Square	6134.854	6134.854
NFI	0.530	0.530

Source: Smart PLS Output, 2024

The NFI value is shown as 0.530 or close to 0.67, so it can be concluded that the model's goodness is decisive. Furthermore, after going through the above requirements, it can be concluded that the model can be continued to the next test, namely the hypothesis test, according to Duryadi (2021: 127). If the correlation coefficient value of variable X to Y with a T-statistic value  $T\text{-statistic} > 1.96$  and a P-value value of less than  $< 0.05$ , then it can be concluded that it is significant. The results of the Path Coefficient test with Bootstrapping can be seen in the following table:

**Table 5. Path Coefficient**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
X1 > Y	0.461	0.470	0.122	3.787	0.000
X1 > Z	0.036	0.032	0.149	0.244	0.807
X2 > Y	0.118	0.125	0.176	0.672	0.502
X2 > Z	0.443	0.441	0.146	3.027	0.003
X3 > Y	0.229	0.188	0.172	1.333	0.183
X3 > Z	0.308	0.320	0.151	2.045	0.041
Z > Y	0.138	0.169	0.142	0.972	0.331

Source: Smart PLS Output, 2024

From the data above, it is obtained that all original Sample values are positive. The value of the influence of Competence (X1) on Performance Achievement (Y) is 0.461, Motivation (X2) on Performance Achievement (Y) is 0.118, Work Environment (X3) on Performance Achievement (Y) is 0.229 and Job Satisfaction (Z) on Performance Achievement (Y) is 0.138. The value of the influence of Competence (X1) on Job Satisfaction (Z) is 0.036, Motivation (X2) on Job Satisfaction (Z) is 0.443 and Work Environment (X3) on Job Satisfaction (Z) is 0.308

**Discussion of Direct Competence Determination on Performance.** H1: There is a significant determination of employee competence directly on the achievement of employee performance at the Health Center in Kundur Island, Karimun Regency. The correlation coefficient value of competency is directly related to the achievement of employee performance at the Health Center on Kundur Island, Karimun Regency, with a T-statistic value of 3.787 and a P-value value of 0.000. With a T-statistic value of 3.787, meaning more than  $(> 1.96)$ , and a P-value value of 0.000, meaning less than  $(> 0.05)$ , it is significant. Thus, H1 is accepted. It is concluded that a significant determination of



employee competence directly affects employee performance at the Health Center on Kundur Island, Karimun Regency. Related to the phenomenon of the achievement of Performance of the Health Center UPT on Kundur Island, Karimun Regency, namely the Kundur Barat, Tanjung Berlian, Tanjung Batu, Ungar and Belat Health Centers, all have performance achievements in the less category. However, data showed that the Competence of Health Center employees on Kundur Island, Karimun Regency, is good. Referring to the findings in this study, it is concluded that there is a significant determination of employee competence directly on the achievement of employee performance at the Health Center on Kundur Island, Karimun Regency, with a positive value. This means Competence has a positive influence on employee performance achievement. Then, referring to Permen PANRB No. 6 of 2022, which emphasizes that if the performance achievement of an organizational unit is lacking, then ideally, most employees' performance predicates are also lacking, it can be interpreted that the performance achievement of the Health Center UPT on Kundur Island, Karimun Regency, namely the Kundur Barat, Tanjung Berlian, Tanjung Batu, Ungar and Belat Health Centers all have performance achievements in the lacking category, not due to employee competency factors.

**Discussion of Direct Motivation Determination on Performance.** H2: There is a significant determination of employee work motivation directly on the achievement of employee performance at the Health Center in Kundur Island, Karimun Regency.

The correlation coefficient value of work motivation directly affects employee performance at the Health Center in Kundur Island, Karimun Regency, with a T-statistic value of 0.672 and a P-value of 0.502. With a T-statistic value of 0.672, meaning less than ( $<1.96$ ), and a P-value value of 0.502, meaning more than ( $<0.05$ ), then it is not significant. Thus, H2 is rejected. It is concluded that there is no significant determination of employee work motivation directly on the achievement of employee performance at the Health Center in Kundur Island, Karimun Regency.

Related to the phenomenon of some employees feeling less motivated to improve or maintain their performance achievements, which is due to the unfairness in the workload division and the lack of appreciation for employee performance achievements. Information from the discussion results is supported by data findings that show an increase in workload but minimal appreciation received by employees at the UPT Puskesmas on Kundur Island, Karimun Regency, in 2023. Referring to the findings in this study, it is concluded that there is no significant determination of employee work motivation directly on the achievement of employee performance at the Puskesmas on Kundur Island, Karimun Regency, with a positive value. This means that work motivation has no significant favorable influence on performance achievement. Then, referring to Permen PANRB No. 6 of 2022, which emphasizes that if the performance achievement of an organizational unit is lacking, then ideally, most employees' performance predicates are also lacking, it can be interpreted that the performance achievement of the UPT Puskesmas on Kundur Island, Karimun Regency, namely the Kundur Barat, Tanjung Berlian, Tanjung Batu, Ungar and Belat Puskesmas all have performance achievements in the lacking category, caused by harmful factors of employee work motivation.

**Discussion of Direct Work Environment Determination on Performance.** H3: There is a significant determination of the work environment directly on the achievement of the Performance of Puskesmas employees in Kundur Island, Karimun Regency.

The correlation coefficient value of the work environment directly on the achievement of the Performance of Puskesmas employees in Kundur Island, Karimun Regency, with a T-statistic value of 1.333 and a P-value value of 0.183. With a T-statistic value of 1.33, meaning less than ( $<1.96$ ), and a P-value value of 0.183, meaning more than ( $<0.05$ ), it is not significant. Thus, H3 is rejected. It is



concluded that there is no significant determination of the work environment directly on the achievement of the Performance of Puskesmas employees in Kundur Island, Karimun Regency.

Related to the phenomenon of the performance achievement of the UPT Puskesmas on Kundur Island, Karimun Regency, which has a performance achievement in the less category, but there is data information that shows that the working environment conditions of all Puskesmas on Kundur Island, Karimun Regency, both physically and non-physically, are adequate. Referring to the findings in this study, it was concluded that there was no significant determination of the work environment directly on the performance achievement of Puskesmas employees on Kundur Island, Karimun Regency, with a positive value. This means the work environment has no significant favorable influence on performance achievement. Then, referring to Permen PANRB No. 6 of 2022, which emphasizes that if the performance achievement of an organizational unit is lacking, then ideally, most employees' performance predicates are also lacking, it can be interpreted that the performance achievement of the UPT Puskesmas on Kundur Island, Karimun Regency, namely the Kundur Barat, Tanjung Berlian, Tanjung Batu, Ungar and Belat Puskesmas all have performance achievements in the less category, due to adverse factors from the work environment.

**Discussion of Direct Competence Determination on Job Satisfaction.** H4: There is a significant determination of employee competence directly on the job satisfaction of Puskesmas employees in Kundur Island, Karimun Regency.

The correlation coefficient value of employee competence directly affects the job satisfaction of Puskesmas employees in Kundur Island, Karimun Regency, with a T-statistic value of 0.244 and a P-value of 0.807. With a T-statistic value of 0.244, meaning less than ( $<1.96$ ), and a P-value value of 0.807, meaning more than ( $<0.05$ ), then it is not significant. Thus, H4 is rejected. It is concluded that there is no significant determination of employee competence directly on the job satisfaction of Puskesmas employees in Kundur Island, Karimun Regency.

Related to the phenomenon of employee job satisfaction problems indicated by data showing a decrease in the attendance rate of all employees at the UPT Puskesmas Pulau Kundur, Karimun Regency, per quarter in 2023. Referring to the findings in this study, it was concluded that there was no significant determination of employee competence directly on the job satisfaction of Puskesmas employees on Pulau Kundur with a positive value. This means there is no significant positive influence of employee competence on job satisfaction.

**Discussion of Direct Motivation Determination on Job Satisfaction.** H5: There is a significant determination of employee work motivation directly on the job satisfaction of employees of the Health Center in Kundur Island, Karimun Regency.

The correlation coefficient value of work motivation directly affects the job satisfaction of employees of the Health Center in Kundur Island, Karimun Regency, with a T-statistic value of 3.027 and a P-value of 0.003. With a T-statistic value of 3.027, meaning more than ( $> 1.96$ ), and a P-value value of 0.003, meaning less than ( $> 0.05$ ), then it is significant. Thus, H5 is accepted. It is concluded that there is a significant determination of employee work motivation directly on the job satisfaction of employees of the Health Center in Kundur Island, Karimun Regency.

Related to the phenomenon of some employees feeling less motivated to improve or maintain their performance achievements, which is caused by the unfairness in the division of workload and the lack of appreciation for the performance achievements of employees. This information is supported by data findings that show an increase in workload but minimal appreciation received by employees at the UPT Puskesmas Pulau Kundur in 2023. Referring to the findings in this study, it is concluded that there is a significant determination of employee work motivation directly on the

job satisfaction of Puskesmas employees in Pulau Kundur, Karimun Regency, with a positive value. This means that motivation has a positive influence on employee performance achievement.

**Discussion of Direct Work Environment Determination on Job Satisfaction.** H6: There is a significant determination of the work environment directly on the job satisfaction of Puskesmas employees in Kundur Island, Karimun Regency.

The correlation coefficient value of the work environment directly affects the job satisfaction of Puskesmas employees in Kundur Island, Karimun Regency, with a T-statistic value of 2.045 and a P-value of 0.041. With a T-statistic value of 2.045, meaning more than ( $> 1.96$ ), and a P-value value of 0.041, meaning less than ( $> 0.05$ ), then it is significant. Thus, H6 is accepted. It is concluded that there is a significant determination of the work environment directly on the job satisfaction of Puskesmas employees in Kundur Island, Karimun Regency.

Related to the phenomenon of the performance achievement of the UPT Puskesmas on Kundur Island, Karimun Regency, namely Kundur Barat, Tanjung Berlian, Tanjung Batu, Ungar and Belat Puskesmas, all have performance achievements in the less category, but data was found that showed that the working environment conditions of all Puskesmas on Kundur Island, Karimun Regency, both physically and non-physically, were adequate. Referring to the findings in this study, it was concluded that there was a direct determination of the work environment on the job satisfaction of Puskesmas employees on Kundur Island, Karimun Regency, with a positive value. This means that the work environment positively influences satisfaction.

**Discussion of Direct Determination of Job Satisfaction on Performance Achievement.** H7: There is a direct determination of job satisfaction on the performance achievement of Puskesmas employees in Kundur Island, Karimun Regency.

The correlation coefficient value of job satisfaction directly on the Performance of Puskesmas employees in Kundur Island with a T-statistic value of 0.972 and a P-value of 0.331. With a T-statistic value of 0.972, meaning less than ( $< 1.96$ ), and a P-value value of 0.331, meaning more than ( $< 0.05$ ), it is not significant. Thus, H7 is rejected. It is concluded that there is no significant determination of job satisfaction based on the Performance of Puskesmas employees on Kundur Island.

Related to the identification of problems in Permen PANRB No. 6 of 2022, it is emphasized that if the performance achievement of an organizational unit is "lacking," then ideally, most of the employees' performance predicates are also lacking. Data was found that the performance achievement of the UPT Puskesmas on Kundur Island, Karimun Regency, namely Kundur Barat, Tanjung Berlian, Tanjung Batu, Ungar and Belat Puskesmas all have performance achievements in the less category. However, data was also found showing that in general, the performance achievement of employees in the good category, which is indicated by the general Competence of Puskesmas employees on Kundur Island, Karimun Regency is good, the working environment conditions of all Puskesmas on Kundur Island, Karimun Regency are physically and non-physically adequate. If referring to the findings in this study, it is concluded that there is no significant determination of job satisfaction directly on the achievement of the Performance of Puskesmas employees on Kundur Island, Karimun Regency, with a positive value. This means that job satisfaction has no positive influence on employee performance achievement.

Then, the results of the Specific indirect effects test with Bootstrapping can be seen in the following table:

**Table 6.** Specific Indirects Effects

Original Sample (O)	Sample Mean (M)	STDEV	T Statistics ( O/STDEV )	P Values
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X1>Z>Y	0.005	-0.002	0.033	0.150	0.881
X2>Z>Y	0.061	0.070	0.072	0.842	0.400
X3>Z>Y	0.042	0.066	0.062	0.683	0.495

Source: Smart PLS Output, 2024

From the data above, it is shown that all original sample values are positive. The value of the influence of Competence (X1) on Performance Achievement (Y) through Job Satisfaction (Z) is 0.005, and Motivation (X2) on Performance Achievement (Y) through Job Satisfaction (Z) is 0.061. Work Environment (X3) on Performance Achievement (Y) through Job Satisfaction (Z) is 0.042. Then, the next step in the discussion chapter is to prove and discuss the hypothesis by comparing the T statistic value with the P Value.

#### **Discussion of Competence Determination on Performance Intervened by Job Satisfaction.**

H8: There is a significant determination of employee competence on performance achievement, as reflected by the job satisfaction of Puskesmas employees in Kundur Island.

The correlation coefficient value of employee competence toward performance achievement is intervening in the job satisfaction of Puskesmas employees in Kundur Island, Karimun Regency, with a T-statistic value of 0.150 and a P-value of 0.881. With a T-statistic value of 0.150, meaning less than ( $<1.96$ ), and a P-value value of 0.881, meaning more than ( $<0.05$ ), then it is not significant. Thus, H8 is rejected. It is concluded that there is no significant determination of employee competence towards performance achievement intervening in the job satisfaction of Puskesmas employees in Kundur Island, Karimun Regency. This means that employee job satisfaction is not an intervening variable in determining employee competence variables towards achieving Puskesmas employee performance in Kundur Island, Karimun Regency. Then, if we refer to the Regulation of the Minister of PANRB No. 6 of 2022, which emphasizes that if the performance achievement of an organizational unit is lacking, then ideally, most of the employees' performance predicates are also lacking, then it can be interpreted that the performance achievement of the UPT Puskesmas on Kundur Island, Karimun Regency has a performance achievement in the lacking category, caused by the employee job satisfaction factor which has not been able to intervene in employee competency which has an impact on performance achievement.

#### **Discussion of Motivation Determination on Performance Intervened by Job Satisfaction.**

H9: There is a significant determination of employee work motivation on performance achievement, as evidenced by the job satisfaction of Puskesmas employees in Kundur Island, Karimun Regency.

The correlation coefficient value of work motivation on performance achievement intervened by job satisfaction of Puskesmas employees in Kundur Island, Karimun Regency, with a T-statistic value of 0.842 and a P-value of 0.400. With a T-statistic value of 0.842, meaning less than ( $<1.96$ ), and a P-value value of 0.400, meaning more than ( $<0.05$ ), then it is not significant. Thus, H9 is rejected. It is concluded that there is no significant determination of employee work motivation on performance achievement, as evidenced by the job satisfaction of Puskesmas employees in Kundur Island, Karimun Regency. This means that employee job satisfaction cannot intervene positively in determining employee work motivation variables toward achieving employee performance at the Health Center on Kundur Island, Karimun Regency. Then, if we refer to Permen PANRB No. 6 of 2022, which states that if the performance achievement of an organizational unit is lacking, then ideally, most of the employees' performance predicates are also lacking, then it can be interpreted that the performance achievement of the Health Center UPT on Kundur Island, Karimun Regency has a performance achievement in the lacking category, due to the employee job satisfaction factor which is unable to motivate employees towards achieving the Performance of the Health Center on Kundur Island, Karimun Regency.



**Discussion of Work Environment Determination on Performance Intervened by Job Satisfaction.** H10: There is a significant determination of employee work environment on performance achievement, as evidenced by the job satisfaction of Puskesmas employees in Kundur Island, Karimun Regency.

The correlation coefficient value of work environment on performance achievement intervened by job satisfaction of Puskesmas employees in Kundur Island, Karimun Regency, with a T-statistic value of 0.683 and a P-value of 0.495. With a T-statistic value of 0.683 means less than ( $<1.96$ ), and a P-Value value of 0.495 means more than ( $<0.05$ ), then it is not significant. Thus, H10 is rejected. It is concluded that no significant determination of employee work environment on performance achievement intervened by job satisfaction of Puskesmas employees in Kundur Island. This means that employee job satisfaction cannot intervene positively in determining work environment variables on the achievement of employee performance at the Health Center on Kundur Island, Karimun Regency. Then, if we refer to Permen PANRB No. 6 of 2022, which states that if the performance achievement of an organizational unit is lacking, then ideally, most of the employees' performance predicates are also lacking, then it can be interpreted that the performance achievement of the Health Center UPT on Kundur Island, Karimun Regency has a performance achievement in the lacking category, caused by the employee job satisfaction factor not being able to intervene in the work environment which has an impact on optimizing employee performance achievement.

## CONCLUSION

The results of the findings of data analysis in discussion and hypothesis testing can be concluded as follows:

1. The achievement of employee performance at the Health Center in Kundur Island, Karimun Regency, significantly determines employee competence.
2. There is no significant determination of employee work motivation directly related to the achievement of employee performance at the Health Center in Kundur Island, Karimun Regency.
3. No significant determination of the work environment directly impacts employee performance at the Health Center in Kundur Island, Karimun Regency.
4. There is no significant determination of employee competence directly on the job satisfaction of employees of the Health Center in Kundur Island, Karimun Regency.
5. At the health center in Kundur Island, Karimun Regency
6. , employee work motivation is significantly determined directly by job satisfaction.
7. The work environment significantly determines the job satisfaction of employees of the Health Center in Kundur Island, Karimun Regency.
8. There is no significant determination of job satisfaction directly on the Performance of employees of the Health Center in Kundur Island, Karimun Regency.
9. There needs to be a significant determination of employee competence towards performance achievement, as indicated by job satisfaction at the Health Center in Kundur Island, Karimun Regency.
10. There is no significant determination of employee work motivation towards performance achievement, as evidenced by job satisfaction at the Kundur Island, Karimun Regency Health Center.

11. There is no significant determination of employee work environment towards performance achievement, as evidenced by job satisfaction at the Health Center in Kundur Island, Karimun Regency.

Based on the conclusion of this study and the findings of several phenomena in several UPT Puskesmas in Kundur Island, Karimun Regency, it is recommended that:

1. To the Head of UPT Puskesmas in Kundur Island, Karimun Regency, namely Kundur Barat, Tanjung Berlian, Tanjung Batu, Ungar and Belat Puskesmas, to discuss with the Puskesmas performance achievement evaluation team regarding the benchmark for Puskesmas performance achievement from the employee competency factor, because the existing employee competency is by the existing provisions and requirements.
2. To the Head of UPT Puskesmas in Kundur Island, Karimun Regency, to review the fairness in the division of workload and optimize the provision of awards for the performance achievements of employees at UPT Puskesmas Pulau Kundur, Karimun Regency.
3. To the Head of UPT Puskesmas in Kundur Island, Karimun Regency, namely Kundur Barat, Tanjung Berlian, Tanjung Batu, Ungar and Belat Puskesmas, to review the suitability of the work environment in its influence on the performance achievements of employees at UPT Puskesmas Pulau Kundur, Karimun Regency.
4. To the Head of UPT Health Centers in Kundur Island, Karimun Regency, namely Kundur Barat, Tanjung Berlian, Tanjung Batu, Ungar and Belat Health Centers, to balance employee competency with employee job satisfaction, including by optimizing the provision of awards for employee performance achievements at UPT Health Centers in Kundur Island, Karimun Regency.
5. To the Head of UPT Health Centers in Kundur Island, Karimun Regency, namely Kundur Barat, Tanjung Berlian, Tanjung Batu, Ungar and Belat Health Centers, to immediately take action to find solutions regarding employees who feel less motivated to improve or maintain their performance achievements, which is indicated to be caused by the unfair distribution of workload and minimal provision of awards for employee performance achievements at UPT Health Centers in Kundur Island, Karimun Regency.

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