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The Role of Job Satisfaction as a Mediation of Competence and Motivation on Employee Performance at Marthalia Skincare Clinic Denpasar



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ABSTRACT: Competency, motivation, and job satisfaction variables are thought to be significant in influencing employee performance at the Marthalia Skincare Clinic (MSC). The purpose of this study was to analyze the influence of competence and motivation on employee performance, with job satisfaction as an intervening variable, at the Denpasar MSC Clinic. The method used in this research is quantitative, with a questionnaire that is carried out systematically according to the research objectives. The research was conducted at the MSC Clinic with 34 respondents. This study uses five Likert scales to measure variables when testing the validity and reliability of those variables. This research was analyzed by SEM PLS. The results of the study show that competence has no effect on employee performance; motivation has an effect and is significant on employee performance; job satisfaction has an effect on employee performance; competence has an effect on job satisfaction; motivation is influential and significant on job satisfaction; competence is influential on employee performance through job satisfaction; and motivation is influential on employee performance through job satisfaction. It is suggested that further researchers add alternative constructs that affect employee performance, such as leadership, work discipline, and compensation, and increase references related to research.

KEYWORDS: competence, motivation, employee performance, skincare clinic, compensation

PRELIMINARY

The development of the business world is increasing, causing competition between companies to be increasingly stringent. The increase in the number of goods and service companies is one of the factors increasing business competition. One of the fastest-growing businesses in Indonesia is the beauty business. Beauty products have become a trend among consumers, from teenagers to adults, which has caused the growth and development of product and service companies in the beauty sector to increase.

The Marthalia Skincare Clinic (MSC) as a health service in the field of skin beauty has built public trust since 2015. The trust of the community is fully held, so it has members from various backgrounds, making the MSC Clinic one of the companies that can compete in the beauty industry. MSC Clinic provides a wide range of beauty care products and services, including facials, mesotherapy, oxyskin, chemical peels, light therapy, body whitening, and face acupuncture, all supported by cutting-edge technology. A variety of good products, services, and facilities make MSC Clinic able to compete in the midst of intense and competitive competition among similar businesses.

MSC Clinic has human resources (HR) who work according to their competence in their fields, such as specialist doctors, pharmacists, nurses, and beautician professionals, so that consumers feel satisfied, safe, and comfortable. MSC Clinic, as a business engaged in the service sector, makes human resources play a critical role in the success of a company. (Amin, 2020). Human resource management is the planning, organizing, coaching, and monitoring of human resource activities such as procurement, development, compensation, integration, maintenance, and disposal to achieve organizational goals (Wajdi, 2017). Resource Based Theory (RBT), which contends that a firm will succeed if it has better resources, and human resource management go hand in hand. (Wernerfelt, 1984). It is generally accepted that the performance of an organization is closely linked to the performance of its employees. The success of an organization is often determined by the quality of the decisions and actions taken by its employees, as well as the collective effort and collaboration of the workforce. Human resources play a

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critical role in ensuring that the organization has the right mix of skills and abilities to meet its goals and objectives. (Nugraha et al., 2021).

Employee performance is defined as the work outcomes produced by an employee who completes the duties assigned in line with their responsibilities in both quality and quantity. (Mangkunegara, 2013). The ability factor of an employee consists of potential ability (IQ) and reality ability (knowledge and skill). Motivational factors (motivation) owned by employees help move employees to achieve the desired work results. Thus, competency and motivation can be factors used to measure employee performance.

Competence is defined as the work ability of each individual, consisting of skills, knowledge, and behaviors that are used to help achieve organizational goals, work performance, and employee contributions to the company (Rosmaini, 2019). Based on the results of research (Havidz et al., 2017; Rahisari et al., 2019; Boni & Fajri, 2019; Esthi et al., 2019; Gunawan et al., 2022), competence has a significant positive effect on performance.

Increasing employee motivation must be done to encourage increased performance. Motivation is the process of providing a reason (motivator) to work for employees so that they want to work to achieve company goals (Mangkunegara, 2017: 67). Based on research (Aima et al., 2017; Margono et al., 2017; Masyur et al., 2017; Suwandi et al., 2018; Jannah, 2022), it is stated that motivation has a positive and significant effect on employee performance.

Job satisfaction is a good attitude based on the results of an evaluation of what is expected to be obtained through the efforts made in carrying out a job with satisfactory results (Suparyadi, 2015). Job satisfaction is stated to have a significant positive effect on employee performance (Efendi & Yusuf, 2021). The results of research (Masyur et al., 2017; Adam et al., 2019; Aryanta et al., 2019; Hastuti et al., 2022) state that job satisfaction has a positive effect on employee performance.

Based on the theory and results of research, employee performance is determined by competence, motivation, and job satisfaction. To improve employee performance, the MSC Clinic needs to know the factors that affect employee performance. The MSC Clinic, which was founded in 2015, has more than 10,000 members. This proves that the MSC Clinic is able to compete with other beauty clinics in Indonesian society in general and especially in Bali; however, the MSC Clinic still has problems related to employee performance, which can be seen from the achievement of sales targets as presented in Tables 1.1 and 1.2.

Table 1. Marthalia Skincare Clinic Denpasar Sales Target Achievement Data in 2021

Month	Target Sale (Million)	Year 2021	
		Results Sales (Million)	Percent tase (%)
January	960	636.9	66.35
February	960	656.8	68,41
March	960	684.8	71.33
April	960	758.6	7902
May	960	830,1	86.45
June	960	668.5	69,63
July	960	580.6	60,48
August	960	630.3	65.65
September	960	716.9	74,68
October	960	742.8	77,37
November	960	802.9	83,63
December	960	873.3	90.96
Total	11,520	8582.6	74.50

In accordance with data on the achievement of the MSC Clinic sales target for 2022 during the COVID-19 pandemic, it showed an average achievement of 74.50%. This percentage is far from the target set. The following is data from Table 1.2 on the achievement of the MSC Clinic sales target for 2022.

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Table 2. Marthalia Skincare Clinic Denpasar Sales Target Achievement Data in 2022

Month	Year 2022		
	Target Sale (Million)	Results Sale (Million)	Percent tase (%)
January	960	804.5	66.35
February	960	700.5	68,41
March	960	678.5	71.33
April	960	727,3	79.02
May	960	800.7	86.45
June	960	698.5	69,63
Total	11,520	4,410	76,56

In accordance with data on achieving the MSC Clinic sales target for 2022, it shows an average achievement of 76.56%. This percentage is far from achieving the set target, even though it has passed the COVID-19 pandemic. Based on the background and problem identification above, the research problems can be formulated as follows: 1) How does competence affect employee performance at the Marthalia Skincare Clinic in Denpasar? 2) What is the effect of motivation on employee performance at the Marthalia Skincare Denpasar Clinic? 3) How does job satisfaction affect employee performance at the Marthalia Skincare Denpasar Clinic? 4) How does competence affect job satisfaction at the Marthalia Skincare Denpasar Clinic? 5) What is the influence of motivation on job satisfaction at the Marthalia Skincare Denpasar Clinic? 6) What is the role of job satisfaction in mediating the relationship between competency and employee performance at the Marthalia Skincare Denpasar Clinic? 7) What is the role of job satisfaction in mediating the relationship between motivation and employee performance at the Marthalia Skincare Clinic in Denpasar?

The objectives to be achieved in this study are: 1) to analyze the effect of competency on employee performance at the Marthalia Skincare Clinic in Denpasar. 2) Analyze the influence of motivation on employee performance at the Marthalia Skincare Clinic in Denpasar. 3) Analyze the effect of employee job satisfaction on employee performance at the Marthalia Skincare Clinic in Denpasar. 4) Analyze the effect of competence on job satisfaction at the Marthalia Skincare Clinic in Denpasar. 5) Analyze the effect of motivation on employee performance at the Marthalia Skincare Clinic in Denpasar. 6) Analyze the role of job satisfaction in mediating the relationship between competency and employee performance at the Marthalia Skincare Clinic in Denpasar. 7) Analyze the role of job satisfaction in mediating the relationship between motivation and employee performance at the Marthalia Skincare Clinic in Denpasar.

LITERATURE REVIEW

Resource Based Theory

Resource-Based Theory (RBT) states that company resources are heterogeneous and productive services originating from company resources provide a unique character for each company (Astuti and Sabeni, 2005). Based on the resource-based theory approach, it can be concluded that the resources owned by the company affect the company's performance, which in turn will increase the value of the company. Human capital is a unique resource for creating competitive advantage for companies, so it needs to be managed properly in order to maintain and increase value for the company. Company value can be increased by paying attention to various existing factors, such as competence, motivation, and job satisfaction, to improve employee performance, which will ultimately increase company performance and value.

Employee performance

Performance is the employee's actual achievement compared to the expected performance of the employee (Dessler, 2018). Performance is the result of a planned work process at the time and place determined by the employee and the organization concerned (Alfian & Afrial, 2020). Employee performance refers to the extent to which an employee is able to effectively and efficiently carry out the tasks and responsibilities assigned to them by their organization. It is a measure of how well an employee is able to meet the expectations set by their employer and contribute to the overall goals and objectives of the organization. (Mohyi, 2021).

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Competence

Competence is defined as the ability to do work according to the standards set by the company with reference to the work environment (Laili & Fadjarenie, 2021). Competence is the willingness and ability to perform a task effectively and efficiently to achieve company goals. Competence has three main components, namely knowledge, attitudes, and skills (Cahyadi et al., 2020). Competence is the ability to do what needs to be done while working productively with other people and their environment (Sedarmayanti, 2017).

Motivation

Motivation is a condition that drives or moves individuals in a directed manner to achieve organizational goals (Pertiwi & Saputra, 2020). Motivation is someone's encouragement to work, such as a large salary, a nurturing leader, adequate work facilities, a comfortable work environment, and pleasant co-workers (Hasibuan & Silvya, 2019). Motivation is a state within a person that moves him to carry out certain activities (Dulay et al., 2017).

Job satisfaction

Job satisfaction is defined as a form of a person's feelings towards his work, work situations, and relationships with co-workers, so that every employee needs to have job satisfaction with his work environment (Haryadi et al., 2022). Job satisfaction is the overall result of the degree to which an employee likes or dislikes various aspects of their work (Marbun, 2022). Job satisfaction is a concept used in the field of work as a tool to identify employees' feelings about their work (Nuryadi et al., 2020).

METHOD

The data collection technique used in this research is a questionnaire. Questionnaire method is data collection techniques carried out by giving a set of questions or closed or open statements can be given directly to the respondent. The method of data collection is done by Saturated Sampling, which is a sampling technique when all members of the population are used as samples. This is often done when the population is relatively small, less than 30 people, or research that wants to make generalizations with very small errors. Another term for saturated sample is census/total sampling, where all members of the population are taken as a sample. The questionnaire was measured using a Likert scale to measure attitudes, opinions and perceptions of a person or group of people about social phenomena, hereinafter referred to as research variables.

Test the validity of each statement is done by correlating the score of each statement with the total score. In this study, the validity test used the Person Correlation method through the PLS method program. The minimum requirements for an item are considered valid ≥ 0.30 and invalid < 0.30 . The reliability test was carried out using the one shot method where the measurement was carried out only once and the results were compared with other questions or measuring the correlation between answers. In one shot measurement will be done by Cronbach's Alpha analysis. PLS (Partial Least Square) can be used for prediction, PLS (Partial Least Square) allows an algorithm using series ordinary least square (OLS) analysis to obtain logarithmic efficiency calculations, in the PLS approach, it is assumed that all variance sizes can be used to explain.

The conceptual framework is a basic framework used for the preparation of research hypotheses. Based on the framework above, the conceptual framework in Image 1 can be arranged as follows:

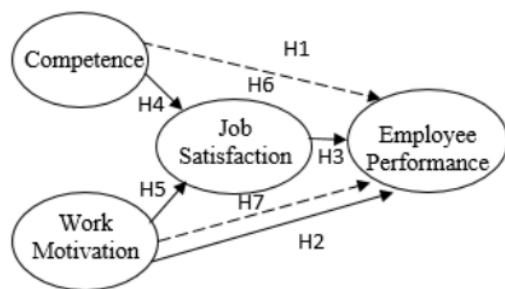


Image 1. Conceptual Framework

RESEARCH RESULT

The Effect of Competence on Employee Performance

Based on the test results between competence and employee performance, it shows that competence has a positive but insignificant effect on employee performance with a P value of 0.164. Thus, H1 in this study was rejected. The results of the

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study indicate that although the competence of employees is good, it is not necessarily able to improve employee performance at the MSC Clinic. This is supported by the research findings, which show that competence has a positive effect on performance but is not statistically significant (0.262). According to Rosmaini (2019) (ts between competence and employee performance, it shows that competence has a positive but insignificant effect on employee performance with a P value of 0.164. Thus, H1 in this study was rejected. The results of the study indicate that although the competence of employees is good, it is not necessarily able to improve employee performance at the MSC Clinic. This can be seen from the research results, which show that competence has a positive effect and is not statistically significant (0.262) on performance. According to Rosmaini (2019), competence is the work ability of each individual, consisting of skills, knowledge, work performance, and their contribution to the company. This means that with the competencies possessed by employees, they can assist in completing the tasks assigned and increase excellence to achieve company goals.

Increasing the performance of individual employees will encourage the overall performance of human resources, which is reflected in increased productivity. Deepening knowledge does not always improve performance because the tasks given by the company do not change, so employees do nothing new in completing the tasks given by the company (Pariesti, 2021). Employees who work at the MSC Clinic have good competence in the health sector because in recruiting employees, priority is given to SMK, D3, and S1 graduates in health, but employees do not have specific competence to meet the needs of the company. Attitude and interest indicators are points that hinder the improvement of employee performance. Employees frequently receive reprimands as a result of management's lack of attention to employees, particularly in training, leading to unfavorable attitudes toward company management. This also has an impact on employees' interest in carrying out the tasks assigned, so that the competencies needed by the company do not develop and employee performance does not increase.

These results have similarities with the research conducted by Rosmaini & Tanjung (2019), Sari & Trifiyanto (2019), Utomo et al. (2019), Chandra et al. (2020) and Gede Wisnuntara et al. (2019) which state that competency has a positive and insignificant effect on employee performance.

The Effect of Motivation on Employee Performance

Based on the test results between motivation and employee performance, it shows that motivation has a positive and significant effect on employee performance with a P value of 0.021. Thus, H2 in this study is accepted. The results of the study indicate that employees with high motivation tend to make various efforts at work in order to improve their performance at the MSC Clinic. This can be seen from the research results, which show that motivation has a positive effect and is significant at 0.301 on performance. According to Chien et al. (2020), "work motivation" is an encouragement for employees to do work and motivates employees to achieve personal and organizational goals. This means that the motivation given to employees can increase their enthusiasm for completing the work assigned to achieve company goals.

Motivation is a goal that is driven to create employee morale so that they want to work effectively and integrate (Suwandi & Syaefudin, 2018). Motivation is the process of providing work motives (drivers) to employees so that they want to work to achieve company goals (Murti et al., 2013). These results have similarities with the research conducted by Aima et al. (2017), Margono et al. (2017), Mansyur et al. (2017), Suwandi & Syaefudin (2018) and Johannah (2022), which stated that motivation has a positive and significant effect on employee performance.

The Effect of Job Satisfaction on Employee Performance

Based on the test results between job satisfaction and employee performance, it shows that job satisfaction has a positive and significant effect on employee performance with a P value of 0.016. Thus, H3 in this study is accepted. The results of the study indicate that employees who are satisfied with their work and are appreciated by the company tend to improve employee performance at the MSC Clinic. This can be seen from the results of research showing job satisfaction has a positive effect and is significantly correlated with performance (0.348). According to Hustia et al. (2021), "job satisfaction" is a feeling of pleasure or joy, or a feeling of liking someone before and after doing a job. This means that if employees feel happy or like their work, they will work well.

Job satisfaction is defined as a form of one's feelings towards his work, work situations, and relationships with co-workers, so that every employee needs to have job satisfaction with his work environment (Haryadi et al., 2022). Job satisfaction is the overall result of the degree to which an employee likes or dislikes various aspects of their work (Marbun, 2022).

These results have similarities with the research conducted by Hartono et al. (2021), Sapta et al. (2021), Hustia et al. (2021), Hastuti & Muafi (2022) and Jannah & Siswanto (2022) which state that job satisfaction has a positive and significant effect on employee performance.

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The Effect of Competence on Job Satisfaction

Based on the test results between competence and job satisfaction, it shows that competence has a positive and significant effect on job satisfaction with a P value of 0.000. Thus, H4 in this study is accepted. The results of the study indicate that employees who have competence in accordance with the tasks given by the company and appropriate company feedback on the work of employees can lead to a sense of satisfaction at the MSC Clinic. This can be seen from the research results, which show that competence has a positive effect and a significant 0.496 on job satisfaction. According to Cik et al. (2021), competence is the ability possessed by employees to help them complete work. This will create a sense of comfort and satisfaction at work, because the more competencies an employee has, the more satisfied the employee is at work.

Competence is the willingness and ability to carry out a task with effective and efficient performance to achieve company goals. Competence has three main components, namely knowledge, attitudes, and skills (Cahyadi et al., 2020). Competence is a fundamental characteristic possessed by someone who can generate good performance in doing work, so that good work results in a sense of pleasure and satisfaction with the work assigned (Rosmaini & Tanjung, 2019).

These results have similarities with the research conducted by Mansyur et al. (2017), Margono et al. (2017), Saputra & Fajri (2019), Cik et al. (2021) and Choriyah & Riyanto (2021) which stated that job satisfaction has a positive and significant effect on employee performance.

The Effect of Motivation on Job Satisfaction

Based on the test results between motivation and job satisfaction, it shows that motivation has a positive and significant effect on job satisfaction with a P value of 0.000. Thus, H1 in this study is accepted. The results of the study indicate that highly motivated employees tend to be satisfied with their work at the MSC Clinic. This can be seen from the research results, which show that motivation has a positive effect and is significant at 0.407 on job satisfaction. According to Grujicic et al. (2018), "motivation" can be defined as the process of initiating human and individual activity, directed to achieve certain goals to satisfy some needs. Employee motivation is closely related to work processes and is an important factor in job satisfaction. This explains that the motivation felt by employees can lead to self-satisfaction with the work provided by the company.

Motivation is a condition that drives or moves individuals in a directed manner to achieve organizational goals (Pertwi & Saputra, 2020). Motivation is a state within a person that moves him to carry out certain activities (Dulay et al., 2017). This means that when employees are fully motivated in terms of motivation, they will be more satisfied with their jobs (Rosalia et al., 2020).

These results have similarities with the research conducted by Ali and Anwar (2021), Efendi and Yusuf (2021), Rosalia et al. (2020), Pham et al. (2021), and Omar et al. (2021), which state that motivation has a positive and significant effect on job satisfaction.

The Influence of Competence on Employee Performance is Mediated by Job Satisfaction

Based on the test results, it appears that job satisfaction plays a role in mediating the effect of competence on employee performance, with a P value of 0.033. Thus, H6 in this study is accepted. The results of this study explain that the role of job satisfaction in mediating competence in the performance of MSC Clinic employees is acceptable. Several research results suggest that job satisfaction mediates the influence of competence on employee performance. If employees who are competent in their fields are given reciprocity in accordance with the results of their work, it will increase employee productivity and performance in helping the company achieve its goals.

These results have similarities with the research conducted by Margono et al. (2017), Marhayani et al. (2019), Rijal & Frianto (2020) and Efendi & Yusuf (2021) which state that competence has a positive and significant effect on employee performance through job satisfaction as an intervening factor.

The Effect of Motivation on Employee Performance is Mediated by Job Satisfaction

Based on the test results, it appears that job satisfaction plays a role in mediating the influence of motivation on employee performance, with a P value of 0.035. Thus, H7 in this study is accepted. The results of this study explain that the role of job satisfaction in mediating motivation and the performance of MSC Clinic employees is acceptable. Some research results suggest that motivation can increase energy, which will have an impact on job satisfaction and lead to higher employee performance (Pananrangi et al., 2020).

These results have similarities with the research conducted by (Mansyur et al., 2017), (Adam & Kamase, 2019), (Aryanta et al., 2019), (Rosalia et al., 2020), and (Efendi & Yusuf, 2021), which states that competence has a positive and significant effect on employee performance through job satisfaction as an intervening factor.

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CONCLUSION

Based on the description and results of the research, several conclusions and suggestions can be put forward as competence has a positive but insignificant effect on employee performance, meaning that as competency increases, employee performance also increases, but the effect is not significant. Motivation has a positive and significant effect on employee performance, meaning that as motivation increases, employee performance also increases significantly. Job satisfaction has a positive and significant effect on employee performance, meaning that when job satisfaction increases, employee performance also increases significantly. Job satisfaction is a mediating variable that combines competency variables with employee performance. Job satisfaction is a full mediation between competency and employee performance, meaning that job satisfaction is an important factor to support competency in improving employee performance. Job satisfaction is a mediating variable that combines motivational variables with employee performance. Job satisfaction is a partial mediation between motivation on employee performance, meaning that job satisfaction can be a factor supporting motivation for improving employee performance.

Based on the results of the study, it shows that competency has a positive but not significant effect on employee performance. Competence has a positive and significant effect on job satisfaction. Motivation has a positive and significant effect on employee performance. Motivation has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on employee performance. Job satisfaction mediates the effect of competence on employee performance, and job satisfaction also mediates the influence of motivation on employee performance at the MSC Clinic. To improve employee performance at the MSC Clinic, this can be done by increasing the competence and motivation provided to employees.

The proposed research model and its fit model have been tested through the PLS (partial least squares) analysis tool, which can strengthen empirical support for the findings of previous researchers. The results of this study indicate that the two exogenous constructs studied have an effect on employee performance, namely the competency construct and motivational constructs. To help strengthen the findings of the endogenous construct needed in research, namely job satisfaction that affects employee performance. Job satisfaction plays an important role in improving employee performance. This is because employees who are satisfied with their organization's work will contribute more to it.

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