

The Influence Of Motivation, Leadership Style, Work Competence On Performance With Job Satisfaction As A Mediating Variable At The Fakhira Clinic

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Info Artikel

Accepted July, 2023

Revised August 25, 2023

Published September 22,
2023

Kata Kunci:

*Motivation, leadership style,
work competence, job
satisfaction, job performance*

Abstract

The purpose of this study is to analyze the influence of motivation, leadership style, work competence on performance with job satisfaction as a mediating variabel at Fakhira Clinic in Sawah Lunto, Al-Barkah, Menteng Wadas, and Pesanggrahan. Data was collected on 125 respondents through distributing questionnaires using the census method. The technique used to analyze this research is an instrumental test in the form of validity and reliability tests. Hypothesis testing is processed using smartPLS 3.0. The results of hypothesis testing in this study show that there is an influence of leadership style and work competence on job satisfaction, there is an effect of job satisfaction on performance, and there is an influence of leadership style and work competence on performance which is mediated by job satisfaction. This research was only conducted in four branches in Sawah Lunto, Al-Barkah, Menteng Wadas, Pesanggrahan, and research variables used in this study only motivation, leadership style, work competence, and performance.

INTRODUCTION

Companies need to always pay attention to performance because it has a big impact, especially for achieving company goals (Darmawan, 2022). Employees who consisently have good performance will help realize the company's mission.

Conversely, employees who do not have good performance will be very detrimental and pose a risk to the company. In order to achieve these goals, companies need to do various ways to improve work performance.

Companies need to pay more attention to and prioritize employee comforn,

responsibility, and interests, where performance is a measure of success for the company (Umar *et al.*, 2022). Employees with high work performance will be a priority for companies in the service sector because the productivity of health services is very dependent on the performance of their employees in carrying out their jobs. Employee performance levels must always be maintained and developed in accordance with the highest preferences for the long term sustainability of the company. This understanding states that employees are the main resource for the best performance for the company (Surekha & Singh, 2016).

The development of health services is certainly one of the results of the role of employees in working together to carry out their duties. Good facilities, customer service, and convenience of transactions will attract many visitors to come. Developments and services in health services vary greatly, so the role of performance is important and absolute in overcoming competition in health services (Avilla, 2018). Especially branch clinics which are at the forefront of customer service at the local level because of their location which is closer to consumers. The density of health services in the Jakarta area is in line with the high number of consumers' demand for health services. Therefore, clinics that have employees with superior performance will attract consumers to use these services and retain consumers to remain loyal customers.

Performance refers to employees who have talent at work, are creative, and are able to contribute effectively to the company's goals, where the company's success depends on employee performance (B. Yntig, 2020). To get high employee performance, companies need to meet the needs and expectations of employees to encourage work behavior. Employees who like their work tend to feel comfortable, so that motivation and commitment will be built and the impact is that employees continue to improve their work performance (Najmudin & Haryono, 2022).

One of the factors that can trigger job satisfaction is motivation. Motivation plays an important role in triggering employees to understand the workplace environment and help complete tasks (Chua & Ayoko, 2021; Gagné & Deci, 2005).

Motivation is a way to influence employees so that they are able to do something that has been set and provide a natural boost to the desire of employees to achieve satisfaction (Dwiningsih & Sunarto, 2022). In addition, companies need to pay attention to leadership style to control the level of satisfaction which will affect employee performance achievements (Sutaat, 2022).

A successful leader is a person who can adapt to the changing demands of the business environment, assesses the relative value of each team member, and meets their needs, resulting in job satisfaction and employees are willing to work towards achieving company goals (Kumala, 2018.). Leadership style has a strong influence on employee behavior toward work, so it tends to increase higher performance (Pawirosumarto *et al.*, 2017).

Competence can also be a solution for employees and organizations in problem solving theory (Kumar, 2019). A high level of employee competence will lead to feelings of more satisfaction with their work (Jusmin *et al.*, 2016). Competence is specifically related to work theory. This principle states that all jobs require the presence of people who are competent in their respective fields in developing job

evaluations and work activities (Yu & Ko, 2017).

RESEARCH METHODS

This study uses a quantitative approach. The sampling technique in this study used the census method, by distributing questionnaires online to employees with a total of 125 people working at the Fakhira Sawah Lunto Clinic, al-Barkah, Menteng Wadas, and Pesanggrahan. In this study, tests were carried out on the variables of motivation, leadership style, work competence, job satisfaction, and performance. Hypothesis testing is processed using SmartPLS 3.0 and instrument testing which includes validity and reliability tests.

RESULTS AND DISCUSSION

The demographic characteristics of the respondents in this study include gender, age, last education, and work experience. the results are presented in the table below

1. Gender

Table 1.

Characteristics of respondents based on gender

Gender	Frequency	Percentage (%)
Man	42	33.60%
Women	83	66.40%
Total	125	100%

Source: primary data obtained

2. Age

Table 2.

Characteristics of respondents based on age

Age	Frequency	Percentage (%)
21-30	103	82.40%
31 – 40	16	12.80%
41 – 50	6	4.80%
Total	125	100%

Source: primary data obtained.

3. Last Education

Table 3.

Characteristics of respondents based on last education

Last Education	Frequency	Percentage (%)
SMA/SMK/equal	58	46.40%
Diploma	51	40.80%
S1	16	12.80%
Total	125	100%

Source: primary data obtained

4. Work Experience

Table 4.

Characteristics of respondents based on work experience

Work Experience	Frequency	Percentage (%)
1 year	46	36.80%
2 - 5 years	63	50.40%
5 - 10 years	14	11.20%
11 - 15 years	2	1.60%
Total	125	100%

Source: primary data obtained

Based on the table above, the results of the 125 collected respondent questionnaires concluded that the majority of respondents were dominated by women (66.40%), with ages between 21-30 years (82.40%), with the most education in SMA/SMK/equivalent (46.40%), and the length of time working 2-5 years (50.40%).

Table 5.

Motivational descriptive statistics

No.	Question	Mean
1	When I do a good job I feel inner satisfaction and a feeling of joy grows.	4.760
2	If the job is done well, I will feel proud of myself.	4.760
3	Feelings of unhappiness arise when I do not work up to the usual standard.	4.496
4	I am happy to recall the work done today to the fullest.	4.616
5	I think of different ways to do my job effectively.	4.672
	Total average	4.680

Source: Questionnaire data processed with SEM PLS

The highest average score on the motivational variable is 4.760, which means that employees are satisfied and proud when they have done a good job. While the lowest average value of 4.496 on the indicator of feeling unhappy will appear when I work not according to usual standards.

Table 6.

Descriptive statistics of leadership style

No.	Question	Mean
	Transaksional leadership	
1.	My boss reminds me that if the work meets the expected standards, I will get a reward.	4.312
2.	When someone commits a violation, disciplinary action will apply.	4.656
3.	My supervisor is aware of any anomalies that may occur.	4.424
4.	I am rewarded when I have extraordinary achievements.	4.576
5.	My supervisor carefully checked for irregularities and identified them.	4.480
	Average	4.496
	Laissez-faire leadership	
6.	My boss gives space for me to work well.	4.584
7.	I can contribute to making decisions and implementing them.	4.560
8.	I am allowed to achieve organizational goals and implement them.	4.536
9.	My supervisor gives full freedom to solve problems.	4.520
	Average	4.608
	Transformasional leadership	
10.	I prepare a work plan every time.	4.592
11.	I always meet the set goals.	4.528
12.	I always have the motivation to work.	4.704

13.	I always fulfill my responsibilities on time.	4.720
14.	I carry out tasks every day and cooperate with other colleagues.	4.616
15.	Use resources wisely to reduce waste.	4.608
16.	I evaluate the quality of work after construction.	4.560
17.	I always meet the work standards given.	4.560
18.	My work is well done, in quality as well as quantity.	4.624
19.	At work I am always on time	4.648
Average		4.664
Total average		4.584

Source: Questionnaire data processed with SEM PLS

The highest average score goes to the transformational leadership style of 4.720, which means that employees can fulfill their responsibilities on time. While the lowest average is 4.312 on the transactional leadership style indicator, my supervisor reminds me that if the work meets the expected standards, rewards will be received.

Table 7.
Descriptive statistics of work competence

No.	Question	Mean
1.	I have clear purpose in doing work.	4.616
2.	I am ready to work hard in doing the job.	4.720
3.	I am responsible for every job.	4.728
4.	With the knowledge I have, I can complete the task given.	4.712
5.	I can use work equipment such as computers and others related to internet access.	4.656
Average		4.712

Source: Questionnaire data processed with SEM PLS

The highest average score is 4.728 which means the employee is responsible for each job. While the lowest average is 4.616 in the statement "I have a clear purpose in doing the job".

Table 8.
Descriptive statistics of job satisfaction

No.	Question	Mean
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1.	I am satisfied with the way the leader leads his subordinates.	4.384
2.	My leader is very wise in making decisions.	4.472
3.	I see that the task given is a mandate that must be completed as best as possible.	4.688
4.	I feel comfortable with the job I currently have.	4.592
Average		4.624

Source: Questionnaire data processed with SEM PLS

The highest average score is 4.688 which shows employees are able to think that the task given is a mandate that must be completed as well as possible. While the lowest average is 4.384, which means that employees are quite satisfied with the way the leader leads.

Table 9.

Descriptive statistics of performance

No.	Question	Mean
1.	I feel productive at work.	4.528
2.	My work environment allows to work efficiently.	4.520
3.	My work environment allows to complete many tasks every day.	4.488
4.	My work environment allows me to complete tasks in a satisfactory way.	4.520
5.	Work environment allows to improve my overall performance.	4.636
6.	My work environment allows for high quality work.	4.544
7.	Work environment allows me to meet the expectations of superiors in doing the job.	4.544
Average		4.520

Source: Questionnaire data processed with SEM PLS

The highest average score is 4.636, which means that the work environment allows employees to improve their performance. While the lowest average score is 4.520, which means that employees hope that the work environment can support employees to do work efficiently and employees can complete work satisfactorily.

Table 10.

Hypothesis test results

Code	Research Hypothesis	Estimate	p-value	Decision
H1	Motivation influences job satisfaction	0,048	0,301	Hypothesis is not supported
H2	Leadership style influences job satisfaction	0,420	0,000	Hypothesis is supported
H3	Work competence influences job satisfaction	0,478	0,000	Hypothesis is supported
H4	Motivation influences performance	0,018	0,460	Hypothesis is not supported

H5	Leadership style influences performance	0,163	0,099	Hypothesis is not supported
H6	Work competence influences performance	0,147	0,249	Hypothesis is not supported
H7	Job satisfaction influences performance	0,544	0,000	Hypothesis is supported
H8	There is an influence of motivation on performance which is mediates by job satisfaction	0,026	0,295	Hypothesis is not supported
H9	There is an influence of leadership style on performance which is mediates by job satisfaction	0,228	0,002	Hypothesis is supported
H10	There is an influence of work competence on performance which is mediates by job satisfaction	0,260	0,004	Hypothesis is supported

Source: processed with SEM PLS

Based on the research results, it can be concluded that H1: Motivation has no effect on job satisfaction as indicated by a p-value of $0,301 > 0,05$ and an estimate of 0,048, which means the hypothesis is not supported. H2: Leadership style has an effect on job satisfaction as indicated by a p-value of $0,000 < 0,05$ and an estimate of 0,420, which means the hypothesis is supported. H3: Work competence has an effect on job satisfaction as indicated by a p-value of $0,000 < 0,05$ and an estimate of 0,478 which means the hypothesis is supported. H4: Motivation has no effect on performance as indicated by a p-value of $0,460 > 0,05$ and an estimate of 0,018, which means the hypothesis is not supported. H5: Leadership style has no effect on performance as indicated by a p-value of $0,099 > 0,05$ and an estimate of 0,163 which means the hypothesis is not supported. H6: Work competence has no effect on performance as indicated by a p-value of $0,249 > 0,05$ and an estimate of 0,147 which means the hypothesis is not supported. H7: Job satisfaction has an effect on performance indicated by a p-value of $0,000 < 0,05$ and an estimate of 0,018, which means the hypothesis is supported. H8: Motivation has no effect on performance with job satisfaction as a mediating variable with a p-value of $0,295 > 0,05$ and an estimate of 0,026 which means the hypothesis is not supported. H9: Leadership style influences performance with job satisfaction as a mediating variable with a p-value of $0,002 < 0,05$ and an estimate of 0,228 which means the hypothesis is supported. H10: Work competence influences performance with job satisfaction as a mediating variable with a p-value of $0,004 < 0,05$ and an estimate of 0,260 which means the hypothesis is supported.

Motivation on job satisfaction



Based on the research results, motivation has no effect on job satisfaction. The results of this study are not in line with the research conducted by Kurniawanto et al. (2022) with 100 modern minimarket employee respondents in Jakarta, stated that there is a significant relationship between motivation and satisfaction. More previous research that has been done by Hajjali et al. (2022) with 125 LLDIKTI-IX employee respondents concluded that motivation and job satisfaction are positively related to each other. According to Afandi et al. (2021) with 70 staff respondents found that blessing staff is a service in the service sector that needs to be available all the time, for this job satisfaction needs to be considered. Motivated employees create satisfaction that helps workers remain loyal to their agencies.

Leadership style on job satisfaction

Based on the research results, leadership style influences job satisfaction. In line with Sopandi's research (2022) with 63 PT employee respondents. Jiwa Budaya Tekno Cipete, South Jakarta which shows that leadership style can increase job satisfaction. Research by Rizkiawan et al. (2023) with 74 employees of PT. Harapan Sawit Lestari states that a leadership style that is applied wisely to employees will generate trust in the leader for the orders given, so that employees are able to participate optimally which has an impact on employee job satisfaction. Astutiningtyas' research (2022) with 110 BBTCLPP Yogyakarta employee respondents stated that leadership style influences job satisfaction.

Work competence on job satisfaction

Based on the research results, work competence influences job satisfaction. Supported by the research of Suhermana et al. (2022) with 300 employee respondents at the Karawang Proklamasi General Hospital, stated that employees need to have characteristics based on skills that can be acquired so that employees are able to survive in the workplace. If competence is high, work is well done and results in satisfaction. Research by Sitorus et al. (2020) with 130 employee respondents at PT. Tirta Sumber Menara Lestari concluded that competent employees have high skills and appreciation, so that employees are proud of their work and obtain job satisfaction. And in line with the research of Sianturi et al. (2019) with 138 hospital employee respondents. Martha Friska concluded that the implementation of competencies has been directed to be a factor in fulfilling employee needs. With the needs met, employees tend to feel satisfied with their jobs.

Motivation on performance

Based on the research results, motivation does not affect performance. This is not in line with Hasibuan's research (2018) which states that motivation has a positive effect on employee performance. However, in this study, employee motivation is low, so it cannot affect performance. According to Siregar (2021) with 119 employee respondents from the Processing Production Section of PTPN III Rantauprapat, so that employees are able to work optimally they need high work motivation. And research by Su'adah et

al. (2022) with 64 respondents from the Tridarma Kosgoro Foundation, Dompu Regency, that motivation is a supporting factor for increasing performance.

Leadership style on performance

Based on the research results, leadership style has no effect on performance. Contrary to the research by Depitra et al. (2018) with 108 Bank Negara Indonesia employee respondents who stated aspects of applying a good leadership style were able to improve employee performance. Errie et al. (2021) with 35 employees of PT. Malzer Global Sejahtera, in his research, said that an effort that can result in increased employee performance is by applying the right leadership style. Kurniawan (2018) in his research with 52 respondents to the Palembang City Dimas Printing employees stated that leadership style gives rise to feedback on performance.

Work competence on performance

Based on the results of work competency research does not affect performance. In contrast to Anjani's research (2019) with 45 respondents from the marketing division of PT. The Putra Perkasa Motor Cirebon symbol which states that there is an influence of competence and performance. Hermawan (2019) with 54 State Civil Apparatus respondents stated that the level of competency helps improve the quality of performance. And research by Syahputra et al. (2021) with 60 employees of PT. Angkasa Pura II (Persero) states that employees who have great work competence are able to provide optimal results.

Job satisfaction on performance

Based on the research results, job satisfaction affects performance. In line with research conducted by Munir et al. (2020) with 100 civil servant employee respondents concluded that job satisfaction has a strong influence on employee performance. Research by Liana et al. (2022) proved the direct effect of job satisfaction and performance with 80 respondents to the UMKM employees of the Sanan Tempe Chips Circle of Malang City. Happy workers tend to do a good job, and employees tend to enjoy success when they feel well. Research Irawati et al. (2022) with 100 cafe employee respondents in the city of Malang concluded that the higher the job satisfaction, the higher the quality of work produced.

Motivation on performance is mediated by job satisfaction

Based on the research results motivation does not affect performance with job satisfaction as a mediating variable. Not in line with the research of Kurniawanto et al. (2022) said that to prevent failure for employees, motivation that can encourage job satisfaction and performance is needed. Unlike the research by Majid et al. (2021) on 45 respondents to Hotel Paradise Batu employees who argued that to be able to improve employee performance requires a high level of motivation to produce job satisfaction. Nuryatin's study (2019) of 100 employee respondents at PT. Astron Optindo Industries concluded that job satisfaction mediates the effect of motivation on performance.

Leadership style on performance mediated by job satisfaction

Based on the research results, leadership style influences performance with job satisfaction as a mediating variable. In line with the research of Mukmin et al. (2021) to 50 employees of PT. Bank Syariah Mandiri proves that the indirect effect of leadership style on performance has a higher impact through satisfaction, when compared to the direct effect of leadership style on performance. Hidayat et al.'s study. (2019) with 170 employees of PT. Dunia Barusa Banda Aceh Branch shows that if you want to maximize the level of employee performance, it is necessary to increase job satisfaction with the help of a supportive leadership style. Besides that, the research by Sugiono et al. (2022) on 129 Bank BTN employees found that if the leadership style is good, it will encourage job satisfaction and affect increased performance.

Work competence on performance mediated by job satisfaction

Based on the research results, work competence influences performance with job satisfaction as a mediating variable. Supported by research by Hajiali et al. (2022) stated that the development of work improvement cannot be separated from the synergy of employees who have work competence to achieve job satisfaction and achieve perfect work results. Supported by research by Nugraha et al. (2022), with 143 Civil Servants at the Maritime Affairs and Fisheries Office of West Java Province, job satisfaction is an important part of employee career development in improving performance. Research Hidayat et al. (2020) of 90 respondents from the Makassar City Social Service employee, concluded that there is a role for job satisfaction as a mediator, that there is an effect of work competence on performance.

CONCLUSIONS AND RECOMMENDATIONS

The important role of job satisfaction mediates the effect of leadership style and work competence on employee performance. Increasing leadership style affects increasing employee satisfaction in carrying out their work. The high competence affects the increase in job satisfaction. Success in influencing performance requires mediation from job satisfaction to optimize the function of motivation, leadership style, work competence on performance. Optimizing employee performance lies in the ability of company managers to integrate knowledge management systems that emphasize companies to evaluate employee performance on a regular basis.

There are many limitations in this study such as this research was only conducted at four branches of the Fakhira Clinic in Sawah Lunto, Al-Barkah, Menteng Wadas, and Pesanggrahan and the research variables used in this study were only motivation, leadership style, work competence, job satisfaction, and performance. Suggestions that can be carried out by further research are that further research is expected to be carried out in other service sectors such as education, construction, banking, and manufacturing companies. Future research is expected to add other variables related to performance such as communication, workload and compensation (Pradnyana & Widyastini, 2023).

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