



# Improving Employee Satisfaction and Performance through Motivation, Organizational Culture, and Employee Competency in Pekanbaru City Health Office

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## Abstract

The purposes of this study are (1) to determine, test, and analyze the influence of motivation, organizational culture, and competence on job satisfaction and performance of Pekanbaru City Health Office employees. (2) To find out, test, and analyze the effect of employee job satisfaction on employee performance at the Pekanbaru City Health Office. In this study, the population was all employees of the Pekanbaru City Health Office, namely 99 employees (Health Service Data for 2020). The sample is part of the population members. The sampling technique used in this study used a saturated sample. The number of samples used in this study is all members of the population of the research object, as many as 99 respondents. The data collection technique used is the documentation of existing data in the agency and the distribution of questionnaires through the google form. The data analysis technique in this research uses descriptive analysis and SEM Structural Equation Analysis model with the help of Smart PLS software. The results of the study show that the increase in performance can increase is really influenced by high employee motivation. Organizational culture has no significant impact on employee job satisfaction at the Pekanbaru City Health Office. Employee competence is proven to have a positive impact on employee job satisfaction. Employee work motivation does not have a significant impact on employee performance. Employee work organizational culture does not have a significant impact on employee performance. Employee competence has a positive and significant impact on employee performance. Employee job satisfaction has a significant impact on employee performance.

**Keywords:** Motivation, Organizational Culture, Employee Competence, Work Motivation, Job Satisfaction, Performance

## 1.0 INTRODUCTION

Pekanbaru City Health Office organizes government affairs in the health sector. Pekanbaru City Health Service is led by a Head of Service who is under and responsible to the Mayor through the Regional Secretary. The basis for the establishment of the new Pekanbaru City Health Office was Government Regulation no. 18 of 2016 concerning Regional Apparatuses and Pekanbaru City Regional Regulation Number 9 of 2016 concerning the Formation and Composition of Pekanbaru City Regional Apparatuses.

The achievement of the Work Targets of the Pekanbaru City Health Service Employees during 2015 saw an increase until 2017. However, the increase in employee performance during this period could not be maintained, so that the performance of employees up to 2019 decreased. These conditions have improved (Renaldo, Sudarno, & Hutahuruk, 2020) during 2020 where the level of employee performance at the Pekanbaru City Health Office has increased very significantly when compared to the previous period. Employee performance SKP assessment includes aspects of quality, quantity and time with technical standards of activities in accordance with the characteristics, nature and type of activities in each regional apparatus, by way of comparing between work realization and targets, while for employee work behavior assessment which includes employee work orientation, integrity, commitment (Mairia, Komardi, & Panjaitan, 2021), discipline, cooperation and leadership (Putra, Ernila, Komardi, & Suyono, 2019) decreased. This can be indicated that the performance of employees at the Pekanbaru City Health Office is still inconsistent, where the Level of Achievement of the Performance Assessment of Pekanbaru City Health Office Employees still fluctuates during this period. Many factors cause the rise and fall of employee performance, one of which can be caused by decreased work motivation, the existence of a culture that is not good, the competence of employees who lack competence and employee job satisfaction (Kuswoyo, Komara, & Junaedi, 2018) that is not optimal. Of course, there are factors that cause this, it is necessary to prove whether it is true that the ups and downs in performance are caused by these factors.

The importance of work motivation (Putra & Renaldo, 2020) in an organization is used to support an employee in improving the ability to complete work. If an employee's work motivation increases, it can provide satisfaction for employees in working in an organization. This means that the higher the employee's work motivation, the higher the job satisfaction. Some research results regarding the effect of work motivation on job satisfaction as research conducted by Anton Wibowo (2019), Hakim A. F. et al., (2019) and Juanti (2016) where the results of his research state that work motivation has a positive and significant influence on job satisfaction. Meanwhile, it differs from the research conducted by Abidin (2010) that work motivation does not have a significant effect on job satisfaction. Some research results on the effect of work motivation on performance as research conducted by Lisdiana (2016), Oluseyi and Ayo (2009) where the results of their research state that high motivation will have a positive and significant impact on improving performance. However, it differs from the research conducted by Parlinda and Wahyudin (2009), Brahmasari and Suprayetno (2008) whose research results are precisely different where high motivation does not affect performance.

Job satisfaction factor is very important in an organization. In this case employees who feel satisfaction at work, namely where employees will feel satisfied or dissatisfied in doing the work given in an organization to achieve high work motivation. Based on the results of a survey on job satisfaction of Pekanbaru City Service employees, it was shown that the majority stated that they were very satisfied with working at the Pekanbaru City Service. This shows that there are several factors that can affect employee satisfaction. If employees have a positive attitude towards the work they do, they will get a feeling of satisfaction with what they do. Conversely, if the employee has a negative attitude, then he will feel dissatisfied with what he is doing. Workers with a high level of job involvement strongly identify and really care about the type of work they do (Robbins & Judge, 2015). Some research results regarding the effect of job satisfaction on performance as research conducted by Diah (2017), Hakim A. F. et al., (2019), Ngebu et al., (2018), Raffie et al., (2018), Wahyuniardi et al. (2018), Wiarah (2014) and Brahmasari and Suprayetno (2008) where the results of their research have a positive and significant influence on improving performance. But different opinions with research conducted by Abidin (2010) and Afriadi et al., (2018) the results of the research are actually different where good or bad one's job satisfaction has no significant meaning either to increase or decrease in performance.

Factors Organizational culture as a set of assumptions or systems of beliefs, values and norms developed within the organization which is used as a guideline for the behavior of its members to overcome problems of external adaptation and internal integration Mangkunegara (2005). Some research results on the influence of organizational culture on job satisfaction, as research conducted by Juanti (2016), Raffie et al., (2018), Rifdah Abadiyah (2016), Wahyuniardi et al. (2018) where the results of his research state that organizational culture has a positive and significant influence on job satisfaction. Meanwhile, they differ from the research conducted by Jamaluddin et al. (2017) organizational culture actually has a significant negative effect on job satisfaction. Some of the results of research on the influence of organizational culture on performance as research conducted by Raffie et al., (2018), Rifdah Abadiyah (2016), Wahyuniardi et al. (2018), Wahyuniardi et al. (2018) and Brahmasari and Suprayetno (2008), Maria (2019) where the results of their research state that a good organizational culture will have a positive impact or impact on improving performance. But different opinions with research conducted by Lisdiana (2016) the results of the research are different where good or bad organizational culture has no significant impact on increasing or decreasing performance.

Employee Competency Factor, namely someone to carry out a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job. The skills or abilities required by an employee as demonstrated by the ability to consistently provide an adequate or high level of performance in a job function. Competence literally comes from competence which means ability, authority, and skill, from an etymological point of view, competence means in terms of excellence, expertise from good behavior and skills. Some research results regarding the effect of employee competence on job satisfaction, as research conducted by Hakim A. F. et al., (2019), Raffie et al., (2018) and Wiarah (2014) where the results of his research stated that the competencies possessed by employees would have positive and significant influence on job satisfaction. However, it differs from the research conducted by M. Umar et al., (2015) whose research results are different where good or low cultural competence has no effect on employee job satisfaction. Some research results regarding the effect of competence on performance as research conducted by Hakim A. F. et al., (2019), Raffie et al., (2018), Wahyuniardi et al. (2018) and Wiarah (2014) where the results of their research provide a positive signal if a person's good abilities will have a positive impact or impact on improving performance. However, it is different from the research conducted by Maria (2019), the results of her research are different, where the good or bad competence that a person has has no significant meaning either to increase or decrease in performance. Based on the description of the background where a phenomenon was found in this study as well as differences in previous research. So it is necessary to do research by choosing a research theme by examining the factors that influence job satisfaction and performance of employees of the Pekanbaru City Health Office during 2020.

Based on the background of the problem and the discovery of research gaps as well as the formulation of the problem in this study, it can be determined what the objectives of this research are (1) To find out, test and analyze the effect of motivation, organizational culture and competence on job satisfaction and performance of Health Office employees Pekanbaru City. (2) To find out, test and analyze the influence of employee job satisfaction on employee performance at the Pekanbaru City Health Office.

## 2.0 LITERATURE REVIEW

### Human Resource Management

According to Hasibuan (2010) Human Resource Management is the science and art of managing relationships and the role of the workforce so that it is effective and efficient in helping the realization of company, employee and community goals. Meanwhile, according to Mathis & Jackson (2012) human resource management (HRM) can be interpreted as the science and art that regulate the relationships and roles of the workforce so that it is effective and efficient in the use of human capabilities in order to achieve goals in every company.

From this definition it can be concluded that human resource management is the process of managing human resources in collaboration with implementing management functions in operational activities to achieve effective and efficient organizational goals.

### Performance

According to Torang (2016) Performance is the quantity and or quality of the work of individuals or groups within the organization in carrying out basic tasks and functions that are guided by norms, standard operating procedures, criteria and measures that have been established or apply within the organization. According to Government Regulation Number 30 of 2019, performance is the work results achieved by employees in the form of outputs/results/impacts from activities/programs/targets in relation to budget use with measurable quality and quantity. The employee performance indicators are Employee Work Targets (SKP) consisting of Quantity, Quality, Time and Cost) and Work Behavior consisting of Service Orientation, Integrity, Commitment, Discipline, Cooperation and Leadership

### Job Satisfaction

Job satisfaction according to (Wibowo, 2014) a general attitude towards one's work, which shows the difference between the number of awards received by workers and the amount they believe they should receive. Meanwhile, opinion (Marthis & Jackson, 2008) Job satisfaction is a positive emotional statement which is the result of an evaluation of work experience.

According to Luthans (2011), there are five dimensions of satisfaction indicators to measure job satisfaction, namely: (1) The work itself, employees tend to prefer jobs that provide opportunities to use abilities and skills, freedom and feedback; (2) Payment (Pay), in this case employees want a wage system and promotion policies that are fair, not in doubt and in line with expectations; (3) Promotion opportunities (Promotion opportunities), with promotions enabling organizations to utilize the abilities and expertise of employees as high as possible; (4) Supervision (Supervision), supervision has an important role in an organization because it relates to employees directly and influences employees in carrying out their work. And (5) Coworkers, social interaction with pleasant co-workers can increase job satisfaction;

### Work motivation

Pamela & Oloko's definition of motivation (2015) explains that motivation is the key to a successful organization to maintain continuity of work within the organization in a strong way and help to survive. Motivation is providing the right guidance or direction, resources and rewards to get them inspired and interested in working the way you want. According to Chukwuma & Obiefuna (2014) Motivation is the process of arousing behavior, maintaining behavioral progress, and channeling specific action behaviors. Thus, motives (needs, desires) encourage employees to act.

According to Robbins and Judge (2015), there are several indicators of work motivation, namely (1) Physiology, that is, an individual who has nothing in life is likely to be motivated by physiological needs. (2) Sense of Security, namely the need for safety and guarantees of the physical and emotional environment (Mukhsin, Sari, Suyono, & Muliangga, 2021) and freedom from threats, namely for freedom from violence and for the creation of an orderly society. In agencies, safety needs reflect work safety, additional benefits and job security. (3) Social, namely the need to interact and be accepted by the social environment. This need can be met by creating conditions that allow employees to interact with one another in their work in a more flexible and open manner. (4) Appreciation, namely this need related to the desire to have a positive impression and receive attention, recognition and appreciation from others. In agencies, the need for appreciation reflects motivation (Putra, Nyoto, Suyono, & Wulandari, 2019) for recognition, increased responsibility, high status and appreciation for contributions to agencies and (5) Self-Actualization, namely the need to place oneself in an individual's environment and for self-development. This need can be in the form of demands for clear career development, challenging work and is fulfilled through the provision of promotions for employees who show achievement or through involving employees as often as possible in various projects or activities that have challenges.

### Organizational Culture

According to Edison et al (2018) the notion of organizational culture is a result of the process of fusing the cultural and/or behavioral styles of each individual previously brought into new norms and philosophies, which have energy and group pride in dealing with certain things and goals. Meanwhile, according to Robbins & Judge (2012)

organizational culture is a system of shared meaning shared by members that distinguishes one organization from another.

Organizational Culture Indicators according to Robin (2006) there are seven main characteristics that as a whole show the nature of an organization's culture, namely: (1) Innovation and Courage to Take Risks, namely the extent to which employees are encouraged to be innovative and dare to take risks. (2) Attention to Details, namely the extent to which employees carry out precision, analysis, and attention to details. (3) Result Orientation, namely the extent to which management focuses more on results than on the techniques and processes used to achieve these results. (4) People Orientation, namely the extent to which management decisions consider the effects of employee outcomes in the organization. (5) Team Orientation, namely the extent to which employee activities in the organization are in teams rather than individuals. (6) Aggressiveness, namely the extent to which people are innovative, aggressive and competitive rather than relaxed. (7) Stability, the extent to which organizational activities emphasize maintaining the status quo in comparison with the company's growth.

### **Competence**

According to Sedarmayanti (2017) Competence is a combination of knowledge, skills and behaviors that are used to improve performance, or adequate/highly qualified conditions/qualities, having the ability to perform certain roles. According to the Law of the Republic of Indonesia Number 13, 2003, work competence is the work ability of each individual which includes aspects of knowledge, skills and work attitudes in accordance with established standards. Whereas Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 38, 2007, ASN competency standards are descriptions of the knowledge, skills and behavior required of an ASN in carrying out their duties.

Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 38, 2007, explains that in carrying out ASN management based on the merit system, government agencies must develop ASN competency standards. One of the ASN competency standards is job competency. The ASN Competency Indicators are divided into 2 parts, namely: (1) Managerial Competence (a. Integrity, Consistent behavior in harmony with organizational values, norms and/or ethics, and being honest in relationships with management, colleagues, direct subordinates, and stakeholders, creating a culture of high ethics, being responsible for actions or decisions along with the risks that go with it b. Collaboration, Ability to establish, foster, maintain effective working relationships, have a commitment to helping each other in completing tasks, and optimizing all resources to achieve the organization's strategic goals c. Communication, the ability to explain views and ideas clearly, systematically accompanied by logical arguments in appropriate ways both orally and in writing; ensuring understanding; listening actively and effectively; persuading, convincing and persuading others in order to achieve organizational goals. d. Result Orientation, Ability to memorize maintain a high personal commitment to completing tasks, reliable, responsible, able to systematically identify risks and opportunities by paying attention to the link between planning and results, for organizational success. e. Public Service, Ability to carry out governmental tasks, development and activities to fulfill public service needs in a professional, transparent manner, following service standards that are objective, neutral, impartial, non-discriminatory, and not influenced by personal interests/groups/classes/political parties. f. Development of Self and Others, Ability to increase knowledge and improve self-skills; inspire others to develop and refine knowledge and skills relevant to work and long-term career development, encourage a willingness to learn throughout life, provide advice/assistance, feedback, guidance to help others to develop their potential. f. Managing Change, Ability to adapt to new or changing situations and not rely excessively on old methods and processes, take action to support and implement change initiatives, lead change efforts, take personal responsibility to ensure changes are successfully implemented effectively. g. Decision Making, The ability to make good decisions in a timely and confident manner after considering the precautionary principle, formulated in a systematic and thorough manner based on various information (Chandra, Renaldo, & Putra, 2018; Renaldo, Suharti, Andi, Putri, & Cecilia, 2021), alternative solutions to problems and their consequences, and being responsible for the decisions taken). (2) Socio-Cultural Competence, Nation Glue, Ability to promote tolerance, openness, sensitivity to individual/group differences; able to become an extension of the government in uniting the community and building socio-psychological relationships with the community in the midst of Indonesia's pluralism so as to create a strong attachment between ASN and stakeholders as well as among the stakeholders themselves; maintaining, developing, and realizing a sense of unity and oneness in the life of the Indonesian society, nation, and state.

### **Influence between Variables and Hypothesis Formulation**

#### **Effect of Work Motivation on Job Satisfaction**

The importance of work motivation (Sukmawaty, Sudarno, & Putra, 2021) in an organization is used to support an employee in improving the ability to complete work. If an employee's work motivation increases, it can provide satisfaction for employees in working in an organization. This means that the higher the employee's work motivation, the higher the job satisfaction. Some research results regarding the effect of work motivation on job satisfaction as research conducted by Anton Wibowo (2019), Hakim A. F. et al., (2019) and Juanti (2016) where the results of his research state that work motivation has a positive and significant influence on job satisfaction. Meanwhile, it differs from the research conducted by Abidin (2010) that work motivation does not have a

significant effect on job satisfaction. Based on the influence between the variables stating that work motivation has a positive influence on performance, the hypothesis in this study can be determined as follows:

Hypothesis 1: There is a positive influence of work motivation on job satisfaction of Pekanbaru City Health Office employees

#### **Effect of Organizational Culture on Job Satisfaction**

The better the organizational culture in an organization, the more job satisfaction it will provide for individual employees. Some research results on the influence of organizational culture on job satisfaction, as research conducted by Juanti (2016), Raffie et al., (2018), Rifdah Abadiyah (2016), Wahyuniardi et al. (2018) where the results of his research state that organizational culture has a positive and significant influence on job satisfaction. Meanwhile, they differ from the research conducted by Jamaluddin et al. (2017) organizational culture actually has a significant negative effect on job satisfaction. These differences of opinion can be made a hypothesis in this study as follows:

Hypothesis 2: There is a positive influence of organizational culture on job satisfaction of Pekanbaru City Health Office employees

#### **Effect of Competence on Job Satisfaction**

Competence as a characteristic of a person's ability is needed to get good work results that lead to job satisfaction. The higher the competence of employees, it can automatically increase employee satisfaction in doing work. Some research results regarding the effect of employee competence on job satisfaction, as research conducted by Hakim A. F. et al., (2019), Raffie et al., (2018) and Wiarah (2014) where the results of his research stated that the competencies possessed by employees would have positive and significant influence on job satisfaction. But different opinions with research conducted by M. Umar et al., (2015) research results are precisely different where good or low competence has no effect on employee job satisfaction. Research results that are not significant means that it shows how well the employee's competence has no significant meaning for the employee's satisfaction. These differences of opinion can be made hypotheses in this study as follows:

Hypothesis 3: There is a positive influence of employee competence on job satisfaction of Pekanbaru City Health Office employees

#### **Effect of Motivation on Performance**

Work motivation is very closely related to performance (Setiawan, Junaedi, & Chandra, 2021) where the high motivation of a person will affect a person's performance both the better the performance and the lower the performance. Some research results on the effect of work motivation on performance as research conducted by Lisdiana (2016), Oluseyi and Ayo (2009), (Ramadona, Putra, & Komardi, 2021) where the results of their research state that high motivation will have a positive and significant impact on improving performance. However, it differs from the research conducted by Parlinda and Wahyudin (2009), Brahmasari and Suprayetno (2008) whose research results are actually different where high motivation does not affect performance. Based on differences of opinion about the results of the study, the hypotheses made in this study are as follows:

Hypothesis 4: There is a positive and significant influence of motivation on the performance of Pekanbaru City Health Office employees

#### **Effect of Organizational Culture on Employee Performance**

The existence of culture in the organization becomes the glue and guideline for all company policies and operational requirements for other aspects of the organization. If cultural values have become a guide in making organizational rules, then corporate culture will be able to contribute to organizational performance. The better the organizational culture certainly has an impact on improving employee performance. Some of the results of research on the influence of organizational culture on performance as research conducted by Raffie et al., (2018), Rifdah Abadiyah (2016), Wahyuniardi et al. (2018), Wahyuniardi et al. (2018) and Brahmasari and Suprayetno (2008), Maria (2019) where the results of their research state that a good organizational culture will have a positive impact or impact on improving performance. But different opinions with research conducted by Lisdiana (2016) the results of the research are different where good or bad organizational culture has no significant impact on increasing or decreasing performance. Positive previous research results provide confidence to make a hypothesis in this study, namely:

Hypothesis 5: There is a positive and significant influence of organizational culture on the performance of Pekanbaru City Health Office employees

#### **Effect of Competency on Performance**

Competence has a positive relationship to improving one's performance. Where if someone has good competence, then the performance he does will be better. Some research results regarding the effect of competence on performance as research conducted by Hakim A. F. et al., (2019), Raffie et al., (2018), Wahyuniardi et al. (2018) and Wiarah (2014) where the results of their research provide a positive signal if a person's good abilities will have a positive impact or impact on improving performance. However, it is different from the research conducted by Maria (2019), the results of her research are different, where the good or bad competence that a

person has no significant meaning either to increase or decrease in performance. Based on these differences of opinion, a hypothesis can be made in this study, namely:

Hypothesis 6: There is a positive and significant effect of competence on the performance of Pekanbaru City Health Office employees

#### Effect of Job Satisfaction on Performance

Satisfaction has a very close relationship to performance. If someone feels satisfied in an organization, then automatically that person's performance will be better. The higher the satisfaction, the performance will increase. Some research results regarding the effect of job satisfaction on performance as research conducted by Diah (2017), Hakim A. F. et al., (2019), Ngebu et al., (2018), Raffie et al., (2018), Wahyuniardi et al. (2018), Wiarah (2014) and Brahmasari and Suprayetno (2008) where the results of their research have a positive and significant influence on improving performance. But different opinions with research conducted by Abidin (2010) and Afriadi et al., (2018) the results of the research are actually different where good or bad one's job satisfaction has no significant meaning either to increase or decrease in performance. Based on differences of opinion on the results of previous research, a hypothesis can be made in this study as follows:

Hypothesis 7: There is a positive and significant effect of job satisfaction on the work performance of Pekanbaru City Health Office employees

### 3.0 METHODOLOGY

#### Place and Time of Research

This research was conducted at the Pekanbaru City Health Office. Research time starts in February-August 2021

#### Population and Sample

Population is all part of a group of people, events or objects Ary et al., (2010). In this study, the population consisted of all employees of the Pekanbaru City Health Office, namely 99 employees (2020 Health Service Data). While the sample is part of the population members. The sampling technique used in this study uses a saturated sample where all members of the population are sampled. Based on the sampling criteria used in this study using saturated samples, the number of samples used in this study were all members of the population of the research object, namely as many as 99 respondents

#### Operationalization of Research Variables

Table 1. Operationalization of Research Variables

Variable	Indicator	Scale
Employee Performance (Y1)	1. Employee Work Targets (SKP) consisting of Quantity, Quality, Time and Cost 2. Work Behavior consists of Service Orientation, Integrity, Commitment, Discipline, Cooperation and Leadership Source: PP Number 30 of 2019	Interval
Job Satisfaction (Y2)	1. The work itself 2. Payment (Pay) 3. Promotion opportunities 4. Supervision 5. Coworkers Source: Luthans, (2011)	Interval
Work Motivation (X1)	1. Physiology 2. Sense of Security 3. Social 4. Award 5. Self-Actualization Source: Robbins and Jugde; (2008)	Interval
Organizational Culture (X2)	1. Innovation and Courage to Take Risks 2. Attention to Details 3. Result Orientation 4. People Orientation 5. Team Orientation 6. Aggressiveness 7. Stability Source: (Robin; 2006)	Interval

Variable	Indicator	Scale
Competency (X3)	1. Managerial Competence a. Integrity b. Cooperation c. Communication d. Results Orientation e. Public service f. Development of Self and Others g. Managing Change h. Decision-making 2. Socio-Cultural Competence (National Glue) Source: Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 38, 2007	Interval

### Data Collection Technique

In this study, the data collection technique used was data documentation at the agency and questionnaires distributed via Google forms which were distributed to all employees of the Pekanbaru City Health Office with the help of the internet network.

### Research Instruments

The indicators and measurements are in the form of intervals consisting of five levels of answers, each of which is weighted with a choice of answers, namely:

1. If Respondent's Answer Strongly Agree is given a weight of 5
2. If the respondent's answer agrees, it is given a weight of 4
3. If the respondent's answer simply agrees, it is given a weight of 3
4. If the Respondent's Answer Disagree is given a weight of 2
5. If Respondent's Answer Strongly Disagree is given a weight of 1

### Data Analysis Technique

The descriptive analysis in this study contains a discussion of the characteristics of the respondents associated with the responses of the respondents. (1) Analysis of Respondents' Characteristics and (2) Analysis of Respondents' Responses

### Questionnaire Feasibility Test

(1) Validity Test is a test conducted to measure the accuracy of a research instrument or questionnaire. The questionnaire is said to be valid if the questions or statements from the questionnaire are able to reveal something that will be measured by the questionnaire. The accuracy of the questionnaire can be measured using the correlation coefficient. A questionnaire is said to be good and valid if the correlation coefficient is significant or  $r$  count  $> 0.3$  (Ghozali, 2016). (2) The reliability test is a questionnaire test conducted with the intention of measuring the consistency of the respondents' answers. The reliability test was carried out with the cronbach alpha statistical test. The Cronbach alpha test limit is  $\geq 0.70$  (Ghozali 2016).

### Structural Equation Analysis

As for the stages of structural equation analysis, there are 6 steps, namely: (1) Development of a model based on theory. (2) Compile path diagrams and structural equations. Based on the path diagram of the structural equation model (SEM) the equation forms as follows:

$$Y1 = \beta_1 X1 + \beta_2 X2 + \beta_3 X3 + e1 \text{ and}$$

$$Y2 = \beta_4 X1 + \beta_5 X2 + \beta_6 X3 + \beta_7 Y1 + e2$$

Information:

- Y1 : Employee Performance
- Y2 : Job Satisfaction
- X1 : Work Motivation
- X2 : Organizational Culture
- X3 : Employee Competency
- $\beta_1 \dots \beta_7$  : Coefficient of standardized SEM path
- e1-e2 : Other Factors outside the Model

Next (3) Testing the Assumptions in Structural Equation Modeling (SEM). (4) Testing the goodness of Fit. (5) Measurement Model Fit and (6) Data Processing and Hypothesis Testing.

## 4.0 RESULTS AND DISCUSSION

### Descriptive Analysis

#### Respondent Profile Analysis

Based on the profile of the respondents, it turned out that the most dominant respondent in this study was the age of the respondent 40 to 50 years where this age tends to be old, Pekanbaru City Health Office employees are dominated by women. This is based on the majority of health workers having education in the health sector, such as nurses, midwives, and so on. In terms of education, Bachelor's degree is dominant because in recruiting ASN in recent years it has prioritized recruiting employees with a minimum educational background of bachelor's degree (S1) from the various required disciplines. In terms of years of service, the respondents had more years of service with a range of 5-10 years, many employees held staff positions which in this case helped get the job done. As well as the most numerous employee groups are employees who have class III, due to the large number of undergraduate position formations (fresh graduates) needed by the government to fill various positions.

#### Analysis of Respondents' Responses to Variables

On average, the value of respondents' responses to the work motivation variable has a very high response to the work motivation of employees at the Pekanbaru City Health Office. On average, respondents had a very good response to the work culture that existed at the Pekanbaru City Health Office. Because the respondents felt the stability and orientation to the results that had been carried out by employees had been very good at working at the Pekanbaru City Health Office. On average, respondents had a very good response to the existing competencies at the Pekanbaru City Health Office. On average, respondents have a very high response to job satisfaction in the Pekanbaru City Health Office. On average, respondents had very good responses to the performance of employees at the Pekanbaru City Health Office. Because the respondent felt that he was always carrying out his duties, was honest, sincere, did not abuse authority and responsibility at the Pekanbaru City Health Office.

#### Questionnaire Test

Based on the results of the data validity test regarding the statements used to measure the variables of work motivation, organizational culture, competency, employee satisfaction and performance, the Corrected Item-Total Correlation value is greater than 0.30. So this result can be interpreted that the statement items used to measure each statement of the employee motivation variable can be declared valid. While the results of testing the reliability of the data from each variable obtained a Cronbach's alpha value greater than 0.70. So that these results can be interpreted that the level of reliability or level of trust used to measure the variables of work motivation, organizational culture, employee competence, and employee job satisfaction and employee performance have a reliable value.

#### Questionnaire Test Using Smart PLS Software

Table 2. Construct Reliability and Validity

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational culture	0.904	0.924	0.638
Job satisfaction	0.884	0.915	0.682
Employee Performance	0.782	0.902	0.821
Employee Competency	0.937	0.947	0.666
Motivation	0.882	0.915	0.683

Source: Smart PLS Processed Data, 2021

Based on the table it is known that the construct reliability and validity of the PLS SEM test shows the Cronbach alpha value for all constructs is above the value of 0.60. Thus it can be concluded that all constructs have good reliability in accordance with the required minimum value limit. The model shows the value of composite reliability for all constructs is above the value of 0.70. Thus it can be concluded that all constructs have good reliability according to the required minimum value limit. It is known that the AVE value of each construct is above 0.5. Therefore there are no convergent validity problems in the tested model so that the constructs in this research model can be said to have good discriminant validity.

### Data Multicollinearity Test

**Table 3. Data Multicollinearity Test**

Variable	Job Satisfaction	Employee Satisfaction	Conclusion
Motivation	1.984	2.557	Multicollinearity Does Not Occur
Organizational culture	1.036	1.038	Multicollinearity Does Not Occur
Employee Competency	2.007	2.323	Multicollinearity Does Not Occur
Job satisfaction		2.509	Multicollinearity Does Not Occur

Source: Smart PLS Processed Data, 2021

Based on the test results, it can be concluded that there is no multicollinearity problem based on several indicators, especially the VIF value is less than 10. So the test results are said to be reliable. So the structural coefficient value of the SEM model in the Smart PLS test can be said to be reliable and immune to changes that occur in other variables in the SEM model.

### Determination Coefficient Test (R2)

**Table 4. Data Multicollinearity Test**

Variable	R Square	R Square Adjusted	Conclusion
Job satisfaction	0.601	0.589	Strong Influence
Employee Performance	0.695	0.683	Strong Influence

Source: Smart PLS Processed Data, 2021

Based on model 1, it can be explained that the value of Adjusted R Square is 0.589 or 58.9%, variable employee job satisfaction is explained by the variable employee motivation, organizational culture and employee competence. While the remaining 41.1% is explained by other factors not examined by this study. While the test results on model 2 obtain an Adjusted R Square value of 0.683 or 68.3%, employee performance variables can be explained by employee motivation, organizational culture, and employee competence and employee job satisfaction. While the remaining 31.7% is explained by other factors not examined in this study, namely other Human Resources variables which are not mentioned one by one in this study.

### PLS Equation Model Structure Analysis (SEM)

The Equation Model Structure Test (SEM) of this study aims to see the effect of exogenous variables on endogenous variables. The results of testing the Equation Model Structure (SEM) in this study are:

**Table 5. Analysis of PLS Equation Model Structure (SEM).**

Effect of Exogenous Variables > Endogenous	Original Sample (O)	Conclusion
Motivation -> Job Satisfaction	0.478	Positive Influence
Organizational Culture -> Job Satisfaction	0.03	Positive Influence
Employee Competency -> Job Satisfaction	0.354	Positive Influence
Motivation -> Employee Performance	-0.188	Negative Influence
Organizational Culture -> Employee Performance	0.109	Positive Influence
Employee Competency -> Employee Performance	0.438	Positive Influence
Job Satisfaction -> Employee Performance	0.586	Positive Influence

Source: Smart PLS Processed Data, 2021

Based on the tables and figures above, an equation model can be made in this study as follows:

$$Y1 = 0.478X1 + 0.030X2 + 0.354X3$$

In the results of the SEM equation of the PLS model Equation 1 can be explained (1) Employee motivation has a positive effect on job satisfaction of 0.478. This means that if the employee motivation variable increases by one unit assuming other factors have a fixed or zero value, then the employee motivation variable can increase job satisfaction by 0.478. It can be concluded that the higher the employee's work motivation, the higher the employee satisfaction at the Pekanbaru City Health Office. (2) Organizational culture has a positive effect on job satisfaction of 0.030. This means that if the organizational culture variable increases by one unit assuming other factors have a fixed or zero value, then the organizational culture variable can increase job satisfaction by 0.030.

It can be concluded that the higher the employee organizational culture, the higher the employee job satisfaction at the Pekanbaru City Health Office (3) Employee competence has a positive effect on job satisfaction of 0.354. This means that if the employee competency variable increases by one unit assuming other factors have a fixed or zero value, then the employee competency variable can increase job satisfaction by 0.354. It can be concluded that the higher the competence of employees, the higher the job satisfaction of employees at the Pekanbaru City Health Office.

$$Y_2 = -0.188X_1 + 0.109X_2 + 0.586X_3 + 0.586Y_1$$

In the results of the SEM equation of the PLS model Equation 2 it can be explained that (1) Employee motivation has a negative effect on employee performance of 0.188. This means that if the employee's work motivation variable increases by one unit assuming other factors have a fixed or zero value, then the employee's work motivation variable can reduce employee performance by 0.188. It can be concluded that the higher employee motivation can have an impact on decreasing employee performance at the Pekanbaru City Health Office. (2) Organizational culture has a positive effect on employee performance of 0.109. This means that if the employee organizational culture variable increases by one unit assuming other factors have a fixed or zero value, then the employee organizational culture variable can increase employee performance by 0.109. It can be concluded that the higher the organizational culture of employees can have an impact on improving employee performance at the Pekanbaru City Health Office. (3) Employee competence has a positive effect on employee performance of 0.586. This means that if the employee competency variable increases by one unit assuming other factors have a fixed or zero value, then the employee competency variable can increase employee performance by 0.438. It can be concluded that the higher the competence of employees can have an impact on improving employee performance at the Pekanbaru City Health Office. (4) Employee job satisfaction has a positive effect on employee performance of 0.586. This means that if the employee's job satisfaction variable increases by one unit assuming other factors have a fixed or zero value, then the employee's job satisfaction variable can increase employee performance by 0.586. It can be concluded that high employee job satisfaction can have an impact on improving employee performance at the Pekanbaru City Health Office.

#### Hypothesis Test Analysis (t test)

The results of testing the hypothesis of the Structure of the Equation Model (SEM) in this study using the help of SMART PLS can be shown in the following table:

**Table 6. Analysis of the PLS Structure Equation Model (SEM) Hypothesis Test**

Influence Between Variables	T Statistics ( O/STDEV )	P Values	Information
Motivation -> Job Satisfaction	4.132	0.000	Hypothesis Accepted
Organizational Culture -> Job Satisfaction	0.427	0.670	Hypothesis Rejected
Employee Competency -> Job Satisfaction	3.561	0.000	Hypothesis Accepted
Motivation -> Employee Performance	1.526	0.128	Hypothesis Rejected
Organizational Culture -> Employee Performance	1.672	0.095	Hypothesis Rejected
Employee Competency -> Employee Performance	3.553	0.000	Hypothesis Accepted
Job Satisfaction -> Employee Performance	5.309	0.000	Hypothesis Accepted

Source: Smart PLS Processed Data, 2021

Based on the results of the hypothesis testing that has been done, it can be explained in the analysis, namely (1) the results of testing the hypothesis of the influence of employee motivation on employee job satisfaction at the Pekanbaru City Health Office have a P Value of 0.000 or the P Value is smaller than the predetermined alpha of 0.05 so that the results of this study can be concluded that the employee motivation variable has a significant influence on job satisfaction. Based on the results of testing the hypothesis, the hypothesis that has been proposed can be accepted. So it can be concluded that performance improvement can indeed be influenced by high employee motivation. The higher the employee's work motivation, the higher the employee's performance at the Pekanbaru City Health Office. (2) the results of testing the hypothesis of the influence of organizational culture on employee job satisfaction at the Pekanbaru City Health Office have a P Value of 0.670 or the P Value is greater than the predetermined alpha of 0.05 so that the results of this study can be concluded that organizational culture variables have no significant effect on job satisfaction. Based on the results of testing the hypothesis, the hypothesis that has been proposed is rejected. So it can be concluded that a good

organizational culture does not necessarily have an impact on increasing and decreasing employee job satisfaction. (3) The results of testing the hypothesis of the influence of Employee Competence on employee job satisfaction at the Pekanbaru City Health Office have a P Value of 0.00 or the P Value is smaller than the predetermined alpha of 0.05 so that the results of this study can be concluded that the employee competency variable has a positive impact on job satisfaction. Based on the results of testing the hypothesis, the hypothesis that has been proposed can be accepted. So it can be concluded that good employee competence will have an impact on increasing job satisfaction of Pekanbaru City Health Office employees. (4) The results of testing the hypothesis of the influence of employee work motivation on employee performance at the Pekanbaru City Health Office have a P Value of 0.128 or the P Value is greater than the predetermined alpha of 0.05 so that the results of this study can be concluded that the variable employee motivation does not have a significant impact on employee performance. Based on the results of testing the hypothesis, the hypothesis that has been proposed is rejected. So it can be concluded that an employee who has good work motivation will not always have an impact on improving the performance of Pekanbaru City Health Office employees. (5) The results of testing the hypothesis of the influence of employee work organizational culture on employee performance at the Pekanbaru City Health Office have a P Value of 0.095 or the P Value is greater than the predetermined alpha of 0.05 so that the results of this study can be concluded that the variable employee work organizational culture does not have a significant impact on employee performance. Based on the results of testing the hypothesis, the hypothesis that has been proposed is rejected. So it can be concluded that not always a good organizational culture will have an impact on increasing and decreasing the performance of Pekanbaru City Health Office employees. (7) The results of testing the hypothesis of the influence of employee competence on employee performance at the Pekanbaru City Health Office have a P-value of 0.000 or the p-value is smaller than the predetermined alpha, which is 0.05 so that the results of this study can be concluded that the employee competency variable has a significant impact on employee performance. Based on the results of testing the hypothesis, the hypothesis that has been proposed can be accepted. So it can be concluded that it turns out that good employee competence will have a positive impact on improving the performance of Pekanbaru City Health Office employees. (8) the results of testing the hypothesis of the influence of employee job satisfaction on employee performance at the Pekanbaru City Health Office have a P Value of 0.000 or the P Value is smaller than the predetermined alpha of 0.05 so that the results of this study can be concluded that the employee job satisfaction variable has a significant impact on employee performance. Based on the results of testing the hypothesis, the hypothesis that has been proposed can be accepted. So it can be concluded that it turns out that high employee satisfaction at work can increase the performance of Pekanbaru City Health Office employees.

## **Discussion**

Based on the results of the structural equation model (SEM) analysis, it shows that employee motivation has a positive effect on job satisfaction. It can be concluded that the higher the employee's work motivation, the higher the employee satisfaction at the Pekanbaru City Health Office. This result is in line with the results of the hypotensive test which states that increased performance can indeed be influenced by high employee motivation. The higher the employee's work motivation, the higher the employee's performance at the Pekanbaru City Health Office.

These results are supported by the results of research conducted by Anton Wibowo (2019), Hakim A. F. et al., (2019) and Juanti (2016) where the results of their research state that work motivation has a positive and significant influence on job satisfaction. However, the research results are in contrast to the research conducted by Abidin (2010) that work motivation does not have a significant effect on job satisfaction.

Based on the results Based on the results of the structural equation model (SEM) analysis, it shows that organizational culture has a positive effect on job satisfaction. It can be concluded that the higher the organizational culture of employees, the higher the job satisfaction of employees at the Pekanbaru City Health Office while the results of the hypothesis test show that organizational culture has no significant impact on employee job satisfaction at the Pekanbaru City Health Office. This means that a good organizational culture does not necessarily have an impact on increasing and decreasing employee job satisfaction. Based on these results, it is supported by the results of research conducted by Jamaluddin et al., (2017) organizational culture actually has a significant negative effect on job satisfaction. However, it is contrary to the results of research conducted by Juanti (2016), Raffie et al., (2018), Rifdah Abadiyah (2016), Wahyuniardi et al. (2018) where the results of his research state that organizational culture has a positive and significant influence on job satisfaction.

Based on the results of the structural equation model (SEM) analysis, employee competence has a positive impact on employee job satisfaction. It can be concluded that the higher the competence an employee has, the higher the job satisfaction of employees at the Pekanbaru City Health Office. These results are in line with the results of testing the hypothesis of the influence of employee competence on employee job satisfaction at the

City Health Office. The results of the study can be concluded that employee competency variables have a positive impact on employee job satisfaction. So it can be concluded that good employee competence will have an impact on increasing job satisfaction of Pekanbaru City Health Office employees. The results of the research are in line with the research conducted by Hakim A. F. et al., (2019), Raffie et al., (2018) and Wiarah (2014) where the results of their research state that the competencies possessed by employees will have a positive and significant influence on satisfaction work. But contrary to the results of research conducted by M. Umar et al., (2015) the results of his research are precisely different where good or low cultural competence has no effect on employee job satisfaction.

Based on the results of the structural equation model (SEM) analysis, it shows that employee motivation has a negative effect on employee performance. It can be concluded that the higher employee motivation can have an impact on decreasing employee performance at the Pekanbaru City Health Office in line with the results of testing the hypothesis of the influence of employee work motivation on employee performance at the Pekanbaru City Health Office, it shows that the results of this study can be concluded that employee motivation does not have a significant impact on employee performance. Based on the results of testing the hypothesis, it can be concluded that an employee who has good work motivation will not always have an impact on improving the performance of Pekanbaru City Health Office employees. The results of this study are in line with the results of research conducted by Parlinda and Wahyudin (2009), Brahmasari and Suprayetno (2008) whose research results are quite different where high motivation has no impact on performance. But contrary to the results of research conducted by Lisdiana (2016), Oluseyi and Ayo (2009) where the results of their research state that high motivation will have a positive and significant impact on improving performance.

Based on the results of the structural equation model (SEM) analysis, it shows that organizational culture has a positive effect on employee performance. It can be concluded that the higher the organizational culture of employees can have an impact on improving employee performance at the Pekanbaru City Health Office. This result is not in line with the results of the hypothesis testing where the results of this study indicate that the organizational culture of employees' work does not have a significant impact on employee performance. So it can be concluded that not always a good organizational culture will have an impact on increasing and decreasing the performance of Pekanbaru City Health Office employees. The results of this study are in line with the results of research conducted by Lisdiana (2016) whose research results show that good or bad organizational culture has no significant impact on increasing or decreasing performance. But the results of this study are contrary to the results of research by Raffie et al., (2018), Rifdah Abadiyah (2016), Wahyuniardi et al. (2018), Wahyuniardi et al. (2018) and Brahmasari and Suprayetno (2008), Maria (2019) where the results of their research state that a good organizational culture will have a positive impact or impact on improving performance.

Based on the results of the structural equation model (SEM) analysis, it shows that employee competence has a positive effect on employee performance. It can be concluded that the higher employee competency can have an impact on improving employee performance at the Pekanbaru City Health Office. This result is in line with the results of testing the employee competency hypothesis which has a positive and significant impact on employee performance. Based on the results of testing the hypothesis, the hypothesis that has been proposed can be accepted. So it can be concluded that it turns out that good employee competence will have a positive impact on improving the performance of Pekanbaru City Health Office employees. The results of the research conducted are in line with the results of research conducted by Hakim A. F. et al., (2019), Raffie et al., (2018), Wahyuniardi et al. (2018) and Wiarah (2014) where the results of their research provide a positive signal if a person's good abilities will have a positive impact or impact on improving performance. However, it is different from the research conducted by Maria (2019), the results of her research are different, where the good or bad competence that a person has has no significant meaning either to increase or decrease in performance.

Based on the results of the structural equation model (SEM) analysis, it shows that employee job satisfaction has a positive effect on employee performance. It can be concluded that high employee job satisfaction can have an impact on improving employee performance at the Pekanbaru City Health Office. These results are in line with the results of research conducted by the results of hypothesis testing where the results of this study indicate that employee job satisfaction has a significant impact on employee performance. Based on the results of testing the hypothesis, the hypothesis that has been proposed can be accepted. So it can be concluded that it turns out that high employee satisfaction at work can increase the performance of Pekanbaru City Health Office employees. The results of this study are supported by research conducted by Diah (2017), Hakim A. F. et al., (2019), Ngebu et al., (2018), Raffie et al., (2018), Wahyuniardi et al. (2018), Wiarah (2014) and Brahmasari and Suprayetno (2008) where the results of their research have a positive and significant influence on improving performance. But contrary to the results of research conducted by Abidin (2010) and Afriadi et al., (2018) the results of the research are actually different where good or bad one's job satisfaction has no significant meaning either to increase or decrease in performance.

## 5.0 CONCLUSION

### Conclusion

Based on the results of hypothesis testing and the discussion that has been described in the previous chapter, a conclusion can be made in this study, namely (1) Increased performance can indeed be influenced by high employee motivation. The higher the employee's work motivation, the higher the employee's performance at the Pekanbaru City Health Office. (2) Organizational culture has no significant impact on employee job satisfaction at the Pekanbaru City Health Office. this means that a good organizational culture does not necessarily have an impact on increasing and decreasing employee job satisfaction. (3) Employee competence is proven to have a positive impact on employee job satisfaction. So it can be explained that good employee competence will have an impact on increasing job satisfaction of Pekanbaru City Health Office employees. (4) employee motivation does not have a significant impact on employee performance. Based on the results of testing the hypothesis, the hypothesis that has been proposed is rejected. So it can be concluded that an employee who has good work motivation will not always have an impact on improving the performance of Pekanbaru City Health Office employees. (5) employee work organizational culture does not have a significant impact on employee performance. So it can be concluded that not always a good organizational culture will have an impact on increasing and decreasing the performance of Pekanbaru City Health Office employees. (6) Employee competence has a positive and significant impact on employee performance. Based on the results of testing the hypothesis, the hypothesis that has been proposed can be accepted. So it can be concluded that it turns out that good employee competence will have a positive impact on improving the performance of Pekanbaru City Health Office employees. (7) Employee job satisfaction has a significant impact on employee performance. Based on the results of testing the hypothesis, the hypothesis that has been proposed can be accepted. So it can be concluded that it turns out that high employee satisfaction at work can increase the performance of Pekanbaru City Health Office employees.

### Limitation

Based on the results of research conducted. There are several limitations in this research, namely (1) motivational factors, organizational culture, employee competence affect employee satisfaction and performance which are still relatively weak. So per add other factors to strengthen the influence of these factors on job satisfaction and employee performance. (2) The object of this research was only carried out at the Pekanbaru City Health Office. (3) In this study, not all exogenous variables can affect employee job satisfaction and employee performance. Where cultural variables do not have a significant impact on employee satisfaction or performance.

### Recommendation

Based on the results of the hypothesis testing and the discussion and conclusions that have been submitted, suggestions can be made in this study, namely (1) It is recommended that the Pekanbaru City Health Office really hope to really consider the factors of employee motivation, employee competence. Because the results of the study prove that when employees have high work motivation and good competency, they can increase employee job satisfaction and employee performance at the Pekanbaru City Service. (2) It is recommended that employees need to increase their work motivation and ability or competence in doing work. Based on the results of the research conducted, these factors are the determining factors for increasing satisfaction and performance. (3) It is recommended for future researchers if they want to research the same content, to add other factors besides the factors that have been studied. For future researchers also not to include organizational culture factors. Because the results of the study prove that a good culture has not been able to influence employee satisfaction and performance.

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