

The Influence of Competence and Work Culture on Paramedic Performance with Job Satisfaction as an Intervening Variable at Bhayangkara TK III Hospital Pekanbaru

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ABSTRACT

The purpose of this study was to determine the effect of competence and work culture on paramedic performance with job satisfaction as an intervening variable at Bhayangkara Hospital TK III Pekanbaru. The population in this study were paramedics at Bhayangkara Hospital TK III Pekanbaru. The method of determining the sample in this study using random sampling technique. The method of data analysis in the research used is the path analysis method and the data is analyzed using the Smart-PLS program. The results in the study showed that competence has a significant effect on job satisfaction, competence does not have a significant effect on performance, work culture has a significant effect on job satisfaction, work culture has a significant effect on performance, job satisfaction has a significant effect on performance, competence has a significant effect on performance mediated by job satisfaction and work culture has a significant effect on performance mediated by job satisfaction.

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INTRODUCTION

Human resource management is critical to achieving the company's goals. The company understands that human resources are the most significant aspect in the company's development. As a result, the organization must develop and direct the quality of its human resources in order to manage its resources effectively and efficiently. Human resources are also an important aspect in deciding a company's longevity because employees are one of the production factors that play an essential role in a business.

This research is being conducted at the Bhayangkara TK III Hospital in Pekanbaru. Bhayangkara TK III Hospital Pekanbaru has been classified as a general hospital (Class C) from December 12, 2013. Bhayangkara Hospital Pekanbaru provides health services to Indonesian National Police officers, civil servants, families, and the general public under the Health Insurance Administration Agency (BPJS) System.

According to (Fahmi, 2020) performance is the result obtained by an organization, both profit oriented and non-profit oriented organizations produced during one period of time. Therefore, every employee is expected to have high performance, seen from the aspects of quality, quantity, work time and cooperation to achieve organizational goals. The implementation of employee performance will be greatly influenced by several factors both from the work itself and from the organization. Employee performance depends on job satisfaction. To improve employee performance, there are factors that affect employee performance, one of which is increasing employee satisfaction, competence and organizational work culture.

Job satisfaction plays an important role in carrying out work more effectively and efficiently and supports improved employee performance. According to Robbins in (Wibowo, 2016) job satisfaction is a general attitude towards one's job, which shows the difference between the number of awards workers receive and the amount they believe they should receive. Research conducted by Akbar & Hermiati (2023) states that job satisfaction has an influence on employee performance at PT Indomarco Prismatama Bekasi Branch.

According to (Wibowo, 2016) competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Research conducted by (Bahari et al., 2019) which states that competence has a positive and significant effect on employee performance at the Bulukumba Regency Health Office.

Hospitals have made every effort to provide the best service to patients. In fact, there are still service complaints received by the hospital regarding services that do not meet the expectations of patients or patients' families. The level of competence of each paramedic will show how the paramedic's ability to perform their duties.

The achievement of organizational goals is inseparable from the work culture in an organization whose human participation as members who have the ability and availability to assist various organizational activities in achieving predetermined goals. According to Triguno & Supriyadi Gering, (2006) work culture is a philosophy based on a view of life

as values that become traits, habits and driving forces, cultured in the life of a community group or organization, then reflected in attitudes into behavior, beliefs, ideals, opinions and actions that manifest as work or work. In research by CL & Sitorus (2020) states that organizational culture has a direct effect on employee performance at Cikunir Hospital.

The work culture in Bhayangkara Hospital TK III Pekanbaru has the motto “Serving with Care and Wholeheartedly” by trying to provide the best service through fast and precise service which of course must be supported by the quality of reliable human resources.

LITERATURE REVIEW

Performance

According to (Kasmir, 2016) performance is the result of work and behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Performance is something that is important for the company, especially the performance of employees who can bring the company to achieve the expected goals. Good or bad employee performance can affect the good or bad performance of the company. Meanwhile, according to (Fahmi, 2020) performance is the result obtained by an organization, both profit oriented and non-profit oriented organizations produced during one period of time.

According to (Kasmir, 2016) to measure employee performance, several indicators can be used regarding performance criteria, namely: quality, quantity, timeliness, cost effectiveness, the need for supervision, and relationships between individuals.

Job Satisfaction

Job satisfaction relates to a person's feelings or attitudes about the job itself, salary, supervision, coworkers, workload and others. Employee job satisfaction must be created as well as possible so that employee morale, dedication, love, and discipline increase. According to (Hasibuan, 2013) job satisfaction is an emotional attitude that is pleasant and loves work. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed in work, outside work, and a combination of inside and outside work. Meanwhile, according to (Sutrisno, 2011) job satisfaction is something that employees receive towards pleasant or unpleasant attitudes towards work situations, teamwork with coworkers, salaries earned from work, and matters related to employees' physical and psychological factors.

According to (Hasibuan, 2013) the indicators of job satisfaction are as follows: liking his job, loving his job, work morale, discipline, work performance. Meanwhile, according to (Wibowo, 2016) job satisfaction is a predictor of performance because job satisfaction has a moderate correlation with performance. Satisfied workers do a better job of fulfilling obligations as stated in their job description.

Competence

Competence and learning are two words that are always often discussed in the science of human resource management. Indeed, it is appropriate that when a person has

competence, he should continue to do deep nurturing so that the competence can continue to improve. And an organization should really be responsible for building the HR competencies of its employees because employees are company assets. According to (Sutrisno, 2011) competence is an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace that refers to the specified work requirements. Meanwhile, according to (Wibowo, 2016) competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. According to (Sutrisno, 2011), several aspects contained in the concept of competency indicators include: Knowledge, understanding, ability, attitude, interest. By having competence according to the expected performance, employees will be able to have several points that are always the hope of managers, one of which is being able to build an effective and efficient team (Fahmi, 2020).

Work Culture

The success of an employee is rooted in their values and habitual behavior. These values start from customs, religion, norms and rules that become beliefs that become habits in work or organizational behavior. The values that have become habits are called culture. Because culture is associated with the quality or quality of work, it is called work culture. Work culture is a group of behavior patterns that are attached as a whole to each individual in an organization. Building a culture also means improving and maintaining the positive sides, and trying to get used to certain patterns of behavior in order to create a new, better form (Sinambela, 2019).

According to (Ndraha, 2011) work culture is a group of basic thoughts or mental programs that can be used to improve the efficiency of work and human cooperation owned by a group of people. The indicators of work culture according to (Ndraha, 2011) can be categorized as three, namely as follows: habits, rules, values, innovation, communication.

As stated by (Sutrisno, 2011) the value of corporate culture is often invisible, but plays an important role in directing employees towards organizational goals. Robbins & Judge (2015) put forward a model of the relationship between work culture and job satisfaction, namely a strong culture will lead to high job satisfaction. Conversely, a weak culture will lead employees to low job satisfaction.

From the premise of the literature used, a framework can be made as shown below:

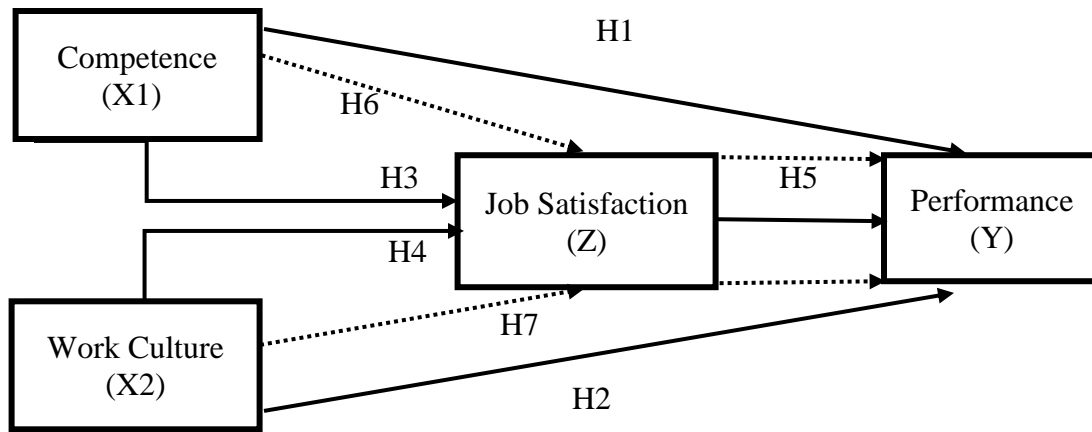


Figure 1. Framework

METHODOLOGY

This research was conducted at Bhayangkara Hospital TK III Pekanbaru. This research is designed with a quantitative analysis method approach, which analyzes the Effect of Competence (X1) and Work Culture (X2) on Performance (Y) with Job Satisfaction (Z) as an intervening variable. How to collect data using interview techniques and distributing questionnaires using a Likert scale. In this study, the population was all paramedics of Bhayangkara TK III Pekanbaru Hospital, totaling 121 paramedics. Determination of the sample size in this study using the slovin method with an error tolerance level of 5% resulted in 93 paramedics with consideration of avoiding data shortages, researchers rounded the sample size to 100 paramedics. The sampling method uses a probability sampling approach which provides equal opportunities for each element of the population to be selected as a sample member. Meanwhile, the sampling technique uses simple random sampling, said to be simple (simple) because taking sample members from the population is done randomly without showing the strata in the population. Data analysis in this study used the help of the Smart-PLS program.

RESULTS AND DISCUSSION

Measurement Model

Measurement is used to assess the validity and reliability of the instruments used in the study to ensure that the measurement tool is appropriate and able to measure what is intended accurately and according to actual conditions, and each indicator is valid and reliable. The stages in the SmartPLS analysis evaluate the outer reflective model using 4 criteria, namely testing the validity and reliability of variables by looking at Convergent validity, Cronbach's Alpha, Composite Reliability, and Average Variance Extended (AVE) on each variable. The four testing criteria are as follows: Convergent validity: Indicators are considered valid if the coefficient value is > 0.70. Factor loadings in this study all indicator variables already have a value > 0.70. This means that the indicator can be

considered valid. Average Variance Extracted: Variables are considered valid if the Average Variance Extracted (AVE) of each variable is > 0.50. Composite Reliability: Variables are said to be reliable if the Composite Reliability of each variable is > 0.70. Cronbach's Alpha: Variables are said to be reliable if the Cronbach's Alpha of each variable is > 0.70 The test results are as follows:

Table 1 : Summary of Measurement Model Results

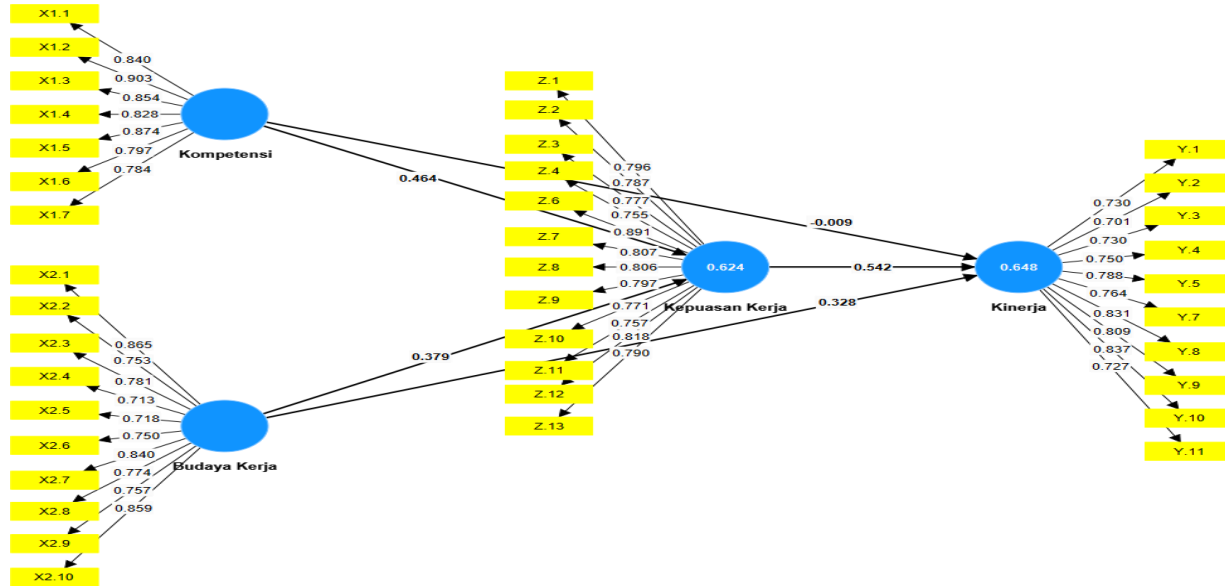
Variable	code	Validity		Reability	
		Validity Convergent Outer Loading	Validity Discriminant AVE	Composite reliability	Cronbach's alpha
		>0.60	>0.050	>0.70	>0.60
Competence (X1)	X1.1	0.840			
	X1.2	0.903			
	X1.3	0.854	0.707	0.944	0.930
	X1.6	0.797			
	X1.7	0.784			
Work Culture (X2)	X2.1	0.865			
	X2.2	0.753			
	X2.3	0.781	0.613	0.940	0.930
	X2.9	0.757			
	X2.10	0.859			
Performance (Y)	X3.1	0.730			
	X3.2	0.701			
	X3.3	0.730	0.590	0.935	0.923
	X3.10	0.837			
	X3.11	0.727			
Job Satisfaction (Z)	X4.1	0.796			
	X4.2	0.787			
	X4.3	0.777	0.635	0.954	0.947
	X4.12	0.818			
	X4.13	0.790			

As shown in Table 2, all indicators from the studied variables exhibit loading factor values above 0.70, indicating that they are valid and meet the established standards. Therefore, it can be concluded that each latent variable has demonstrated adequate discriminant validity. Furthermore, the composite reliability values for each construct exceed 0.70, indicating that each construct has high reliability according to the specified minimum criteria. The average variance extracted (AVE) values for each variable also exceed 0.50, which means the data meets the required minimum criteria. Lastly, the Cronbach's alpha values for each variable are above 0.70, indicating that the data is reliable according to the minimum standards set.

Model Structural

After confirming the validity and reliability of the measurement model, the structural model is evaluated.

Figure 2 : Structural Model



Source : SmartPLS 4.1 Processed Data

Based on the data processing that has been carried out using the smartPLS 4.1 program, the R-Square values are obtained as follows:

Table 2 : R-Square

Variable	R-Square	R-square adjusted
Job Satisfaction	0.624	0.616
Performance	0.648	0.637

Source : SmartPLS 4.1 Processed Data

The R-Square table is used to determine the degree of the influence of the competency and work culture variables on job satisfaction, and the value is 0.624, which is considered moderate. The R-Square is then used to determine the size of the influence of the competency and work culture variables on paramedic performance, and a value of 0.648 is considered moderate.

Report of Research Results

To assess the significance of the parameter coefficient, one can calculate it from the dimensions of a valid variable. Based on the data processing carried out, the results can be used to answer this scientific hypothesis by looking at R statistics and P Value. The hypothesis is stated to be invalid if the t-statistic > 1.96 and the significance level of P Value < 0.05. (Ghozali, 2014).

Table 3 : Report of Research Results

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Competence -> Job Satisfaction	0.464	0.469	0.135	3.432	0.001
Competence-> Performance	-0.009	-0.026	0.153	0.060	0.953
Work Culture -> Job Satisfaction	0.379	0.378	0.127	2.979	0.003
Work Culture -> Performance	0.328	0.334	0.107	3.071	0.002
Job Satisfaction -> Performance	0.542	0.552	0.144	3.769	0.000
Competence -> Job Satisfaction -> Performance	0.251	0.263	0.115	2.178	0.029
Work Culture -> Job Satisfaction -> Performance	0.205	0.205	0.083	2.482	0.013

Source : SmartPls 4.1 Processed Data

Based on table 3, the results of the research hypothesis test were obtained and discussed as follows:

Discussion of Research Hypothesis Results

Competence has a significant effect on paramedic job satisfaction because it enables paramedics to have abilities that are appropriate to their position and assigned tasks. Thus, paramedics can do the job more effectively and efficiently, which increases job satisfaction because they feel capable and contribute to organizational goals. According to (Wibowo, 2016) High employee job satisfaction can provide encouragement to improve the abilities and knowledge and skills of employees, so that in carrying out their duties and functions they can work professionally, with integrity in both team and individual work. This is supported by research by Suristya and Adi (2021) which states that competence has a positive and significant effect on job satisfaction. Similarly, (Fitriani et al 2022) state that Competence has a positive and kursial impact on employee job satisfaction.

Competence has no effect on performance because most paramedics feel that competence is an obligation that paramedics should have in carrying out their duties, which means that every paramedic is required to have good abilities in carrying out their work. Even though the demands and responsibilities are heavy, this is understood and

becomes a consequence of their daily work so that it does not affect their performance. According to (Fahmi, 2020) Determining the level of competence is needed to determine the effectiveness of the expected level of performance. By having competence according to the expected performance, employees will be able to have several points that are always the hope of managers, one of which is being able to build an effective and efficient team. This is supported by previous research (Basori et al., 2017) which states that competence has no effect on employee performance at PT Krakatau Bandar Samudera.

Work culture has a significant effect on job satisfaction because if the organizational culture is strong, members in the organization/company consider rules no longer as a shackling obligation, but as a necessity. On the other hand, they have a sense of togetherness, kinship, and pride in their organization which in turn fosters job satisfaction. Robbins & Judge (2015) put forward a model of the relationship between work culture and job satisfaction, namely a strong culture will lead to high job satisfaction. Conversely, a weak culture will lead employees to low job satisfaction. This is supported by previous research (Fitriani et al., 2022) which states that organizational culture has a positive and significant effect on employee job satisfaction. Likewise, according to research (Tajuddin et al., 2020) shows that organizational culture has a direct effect on job satisfaction at Semen Gresik Hospital.

Work culture has a significant effect on performance because culture is a value system that is obtained and developed by the organization, which is formed as a rule for reference in thinking and acting in order to obtain organizational goals. As stated by (Sutrisno, 2011) the value of corporate culture is often invisible, but plays an important role in directing employees towards organizational goals. The growth of a strong enough culture can direct the company in a better direction. If employees carry out the organizational culture correctly, of course their performance will improve. This is supported by previous research (Violin, 2020) which states that work culture has a significant effect on employee performance at PT Hadji Kalla Alaudin Makssar Branch. Similarly, research conducted by (Dems de Haan et al., 2022) states that organizational culture has a positive and significant effect on employee performance.

Job satisfaction has a significant effect on performance because when employees are satisfied with their jobs, they tend to have high motivation, commitment, and participation so that they have a greater sense of responsibility for their work which contributes to improving employee performance. Employee job satisfaction is closely related to employee performance. According to (Sinambela, 2019) Someone who is satisfied in their job will have high motivation, commitment and participation, which in turn will continue to improve their performance. This is supported by previous research (Bahari et al., 2019) which states that job satisfaction has a positive and significant effect on employee performance at the Bulukumba Regency Health Office. Similarly, research conducted by Akbar and Hermiati (2023) states that job satisfaction has an influence on employee performance at PT Indomarco Prismatama Bekasi Branch.

Competence has a significant effect on paramedic performance mediated by job satisfaction because paramedics who have high job satisfaction tend to have higher motivation to improve their competence. This is because high job satisfaction can increase paramedics' confidence and sense of responsibility towards their work. Thus, job satisfaction can affect paramedics' competencies and ultimately affect their performance. This is supported by previous research (Amelia et al., 2021) which states that competence has a significant effect on nurse performance through job satisfaction at Tampan Mental Hospital, Riau Province. Likewise, according to research (Bahari et al. 2019) which states that competence has a positive and significant effect on employee performance through employee job satisfaction at the Bulukumba Regency Health Office.

Work culture has a significant effect on paramedic performance mediated by job satisfaction because a positive work culture creates a supportive environment to achieve high job satisfaction. Employees who feel they fit into the company culture and feel valued will be more attached to their work, which in turn can improve their performance. This is supported by previous research (Feri et al., 2020) which states that organizational culture has a positive and significant effect on employee performance through job satisfaction at PT Champion Kurnia Djaja Technologies. Similarly, according to research by Sugiono and Ardiansyah (2021), Organizational Culture directly has a positive and significant effect on employee performance mediated by job satisfaction.

CONCLUSION

Based on the results of research that has been carried out, competence affects paramedic job satisfaction at Bhayangkara Hospital TK III Pekanbaru. Competence has no effect on paramedic performance at Bhayangkara Hospital TK III Pekanbaru. work culture affects paramedic job satisfaction at Bhayangkara Hospital TK III Pekanbaru. work culture affects paramedic performance at Bhayangkara Hospital TK III Pekanbaru. job satisfaction affects paramedic performance at Bhayangkara Hospital TK III Pekanbaru. Competence affects paramedic performance mediated by job satisfaction at Bhayangkara Hospital TK III Pekanbaru. work culture affects paramedic performance mediated by job satisfaction at Bhayangkara Hospital TK III Pekanbaru.

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