

Competence and work facilities influence employee performance through the mediating role of job satisfaction.

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Abstract

This study aims to examine the effect of competence, work facilities, and job satisfaction on employee performance at the Public Health Center in the North Surabaya area. This study uses a quantitative approach with data collection through questionnaires. The research sample consisted of 150 Public Health Center employees in the North Surabaya area who had worked for at least 2 years who were selected by purposive sampling. Data were analyzed using Structural Equation Modelling (SEM) techniques with Partial Least Square (PLS). The results showed that competence, work facilities, and job satisfaction have a significant positive effect on employee performance. Job satisfaction also indirectly mediates the effect of competence and work facilities on employee performance. This study suggests that the Public Health Center can continue to improve the competence of its employees through training, provide adequate work facilities, and pay attention to job satisfaction factors to improve employee performance. These findings provide practical implications that by increasing the competence of employees and adequate work facilities can lead to job satisfaction of employees so that their performance will also increase.

Keywords: *competence, work facilities, job satisfaction, employee performance*

Introduction

Human resources are strategic assets that help the organization run smoothly and flourish in the long run. Employees' abilities, expertise, and experience are essential assets that affect the company's performance and expansion in addition to being production aspects (Zohra & Kamel, 2025). Businesses must therefore ensure that their employees are not only competent but also flexible and have the skills needed to complete tasks efficiently. Effective human resource management is necessary to match the demands of employees with corporate objectives. It is important to pay special attention to employee circumstances because, as work actors, people may grow and thrive if they are supported by a positive work environment. Employees who are passionate and highly motivated will boost the production of the company.

As a primary care center with an emphasis on prevention, treatment, rehabilitation, and promotion, the Public Health Center is an essential part of Indonesia's healthcare system. In many areas of Indonesia, especially those with a high population density and socioeconomic diversity, public health centers are essential to improving public health. Both the standard of public health and the effectiveness of healthcare facilities are impacted by employee performance. Therefore, efforts to improve employee performance are important matters that need the Public Health Center's focus.

The North Surabaya Region's Public Health Center is one of many in the area, and it serves a diversified population with varying economic backgrounds. Monthly and

semesterly PKP (Public Health Center Performance Assessment) results are used to assess the North Surabaya Public Health Center's performance. The Health Office conducts the PKP evaluation, which comprises quality, UKM (Community Health Efforts), UKP (Individual Health Efforts), and administration, as indicated in table 1 with a target of 100% for each item.

Table 1. Community Health Center Performance

| No | PKP Achievements / Programs | Tambak Wedi | Bulak Banteng | Wono-kusumo | Sawah Pulo | Perak Timur | Sidotopo Wetan | Tanah Kali-Kedinding |
|----|-----------------------------|-------------|---------------|-------------|------------|-------------|----------------|----------------------|
| 1 | Admin | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| 2 | UKM Essential | 94% | 97.36% | 95.32% | 97.6% | 100% | 98.05% | 100% |
| 3 | UKM Development | 100% | 100% | 100% | 96.67% | 100% | 100% | 100% |
| 4 | UKP | 99% | 98.9% | 95.8% | 98% | 100% | 97.2% | 100% |
| 5 | Quality | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

Source : PKP 2024

Based on data obtained from the Health Office in table 1, it can be seen that Public Health Center employees in the North Surabaya area have experienced a decrease in performance which does not reach 100% as targeted by the Health Office. This decline in performance is suspected of several factors such as competence and work facilities. After interviews with doctors or paramedics who work at the Public Health Center, they said that their competence in recent years has not developed due to the lack of training held by the Health Office. Most of them are only asked for training via online which is held during service hours, so they are less focused and absorb the knowledge provided. As for work facilities at the Public Health Center, it is also lacking according to the interview, because the procurement of goods takes time, so that if there is equipment, the required infrastructure needs time to wait to be held due to waiting for budget allocations. This is enough to make the service quite disrupted and not running smoothly. Therefore, these two factors are enough to make employees' job satisfaction also decrease, so that their performance is less than optimal. Investigators are keen in delving into the elements that impact performance, drawing on current events and the outcomes of prior investigations. At the North Surabaya Public Health Center, this research will look at how competences and work facilities affect employee performance, with job satisfaction mediating the relationship. Health center personnel in the North Surabaya region were the participants of this study, which aims to construct a more complete model by using competence and work facility characteristics.

According to the organization's strategic plan, performance is defined as the degree to which work programs or policies are put into place to accomplish the organization's stated goals, objectives, vision, and purpose. Considerations such as quality (the impact of employees' efforts on completed tasks), quantity (the amount of work done in a given time frame), task execution (the degree to which an employee can consistently complete assigned tasks without error), and responsibility (the degree to which an employee can consistently complete assigned tasks without error) are important components of performance evaluations (Mangkunegara, 2016).

The capacity to reliably provide satisfactory or excellent results in a certain work setting

is an indicator of a person's competency level (Kaur & Kaur, 2021). Highlighted the significance of competence in enhancing employee performance. According to Edison et al. (2016) competence can be measured by three main indicators: knowledge (both current and relevant to work), skills (the capacity to recognize and resolve issues), and attitudes (the willingness to assist colleagues, be friendly, and take patient complaints seriously). Competencies have a significant impact on work happiness and performance, according to research. Evidence from studies shows that competences have a positive effect on productivity in the workplace. Aristyani et al. (2020); Setiawan et al. (2022), Budiman et al. (2022), and Kurnianto et al. (2024) in cases where the data demonstrated a positive correlation between competence and performance. Having said that, contrary to studies undertaken by Hamdiah et al. (2023), where competence was shown to have no discernible beneficial impact on productivity in the workplace. Meanwhile, studies done by show a link between competency and contentment in one's profession Aristyani et al. (2020), where people will find more fulfillment in their work when they possess high levels of competency. This demonstrates that high-quality workplace amenities are not always associated with happy workers who put up their best effort. There are differing opinions, however most research have shown it to be true.

One factor that might assist boost productivity in the workplace is the physical space available to workers. A company's work facilities are a service it provides to its workers in an effort to help them satisfy their demands and, in turn, boost their performance. There are three signs of work facilities, as stated by Sofyan (2001): infrastructure, which includes transportation and all equipment used to support a company's production process; buildings and work spaces; and equipment, which includes facilities that support activities in a company, like tables and chairs. Workplace amenities significantly affect workers' happiness on the job and their productivity, according to studies. Research by has shown some evidence that workplace conditions have an effect on employee performance Budiman et al. (2022), Wahet et al. (2020), and Mardiana (2023) discovered that workplace amenities significantly boost productivity. But there is research done by Cipta and Hwihanus (2024) It shows that workplace amenities do not significantly boost productivity. Nevertheless, academic Widjaja et al. (2023) discovered that level of work satisfaction significantly and negatively affects employee performance. At the same time, studies conducted by provide credence to the idea that adequate working conditions correlate with contented employees Hussain and Diaz (2020), as a consequence of which workplace amenities greatly impact contentment on the job. Cipta and Hwihanus (2024) demonstrating that workplace amenities do not significantly impact contentment in one's position. This demonstrates that high-quality workplace amenities are not always associated with happy workers who put up their best effort. There are differing opinions, however most research have shown it to be true.

Workers who are happy in their jobs are more likely to go above and beyond in their work (Fu et al., 2020). Indicators according to Fu et al. (2020), such as being content with the tasks performed on a daily basis, contemplating leaving this employment, and generally being pleased with this job overall. A study's findings were published by Hamdiah et al. (2023), Sudarnice (2020), and Cipta and Hwihanus (2024) back this up, since the findings demonstrate that contented workers perform better overall. However, researcher Widjaja et al. (2023) discovered that level of work satisfaction significantly and negatively affects

employee performance. There are differing opinions, however most research have shown it to be true.

The capacity to reliably provide satisfactory or excellent results in a certain work setting is an indicator of competence, a necessary talent (Kaur & Kaur, 2021). When a person (the job holder) is happy with their work life, it's because they have a favorable impression of the job's features (Robbins & Judge, 2020). On the other hand, performance is the end result of an employee carrying out their duties in a way that meets the quality and quantity expectations set for them (Setiawan et al., 2022). It is critical for a company's success that each employee is capable of doing his or her job well. In a business setting, this may have a trickle-down effect on employee happiness on the job. Studies performed by Aristyani et al. (2020) demonstrates that competence significantly and positively impacts work happiness. Employee performance will rise in tandem with their level of work satisfaction. Evidence from studies done by provide credence to the idea that work happiness mediates the connection between competence and performance on the job Aristyani et al. (2020) , where work happiness acts as a mediator between competency and employee performance.

All sorts of machinery and tools that serve to facilitate the carrying out of tasks and, by extension, the social welfare of those who work for or with businesses that provide such tools and equipment are collectively referred to as "work facilities." (Runtunuwu, 2020). When a person (the job holder) is happy with their work life, it's because they have a favorable impression of the job's features (Robbins & Judge, 2020). At the same time, performance is the end outcome when an employee meets the quality and quantity requirements of their assigned tasks (Setiawan et al., 2022). When workers have access to all the resources they need to do their jobs well, the business benefits. Employees will be happy in their jobs if the organization provides them with adequate working conditions. When workers are happy in their jobs, they're more likely to put forth their best effort. Research performed by provides evidence for the idea that Job Satisfaction mediates the association between work facilities and employee performance (Putri et al., 2020). However, research by Cipta and Hwihanus (2024) demonstrates that contentment with one's employment doesn't modulates the effect of one's working conditions on one's productivity.

Competence, defined as the knowledge, skills, and attitudes that enable effective task performance (Edison et al., 2016), has been shown to significantly improve both job satisfaction and employee performance (Aristyani et al., 2020; Setiawan et al., 2022). Thus, it is expected that *competence positively affects employee performance (H1)* and *job satisfaction (H4)*. Work facilities, including infrastructure, equipment, and workspaces, provide the necessary support for employees to carry out their tasks. Adequate facilities enhance efficiency and motivation, leading to improved outcomes, while poor facilities often disrupt performance. Therefore, it is hypothesized that *work facilities positively affect employee performance (H2)* and *job satisfaction (H5)* (Budiman et al., 2022; Hussain & Diaz, 2020). Job satisfaction reflects employees' overall contentment with their roles, environment, and organizational support. Satisfied employees tend to be more motivated, engaged, and productive, which strengthens their performance (Robbins & Judge, 2020; Fu et al., 2020). Thus, *job satisfaction positively affects employee performance (H3)*. Furthermore, job satisfaction is expected to serve as a mediating variable, transmitting the influence of competence and work facilities into improved performance. Therefore, *job*

satisfaction mediates the relationship between competence and performance (H6) and between work facilities and performance (H7) (Aristyani et al., 2020; Putri et al., 2020).

Methods

In order to accomplish its goals, this study used an associative research design by examining the relationship between competence and work facilities on employee performance with job satisfaction as a mediator (Sugiyono, 2017). This study fits the criteria for quantitative research, which seeks to answer research questions by collecting and analyzing numerical data using statistical methods. Participants in this study were all staff members with a minimum of two years of service at one of seven public health centers in the North Surabaya area: the centers located at Tanah Kalikedinding, Tambak Wedi, Sidotopo Wetan, Bulak Banteng, Wonokusumo, Sawah Pulo, and Perak Timur. A purposive sample strategy was used in this investigation. According to Hair et al. (2022) A sample size of five to 10 times the items in the study questionnaire is considered suitable. With 22 questions in the survey, the recommended sample size range was 110–220 participants; however, only 150 participants were actually surveyed for this research. In this research, original data is used as a source.

Surveys were the main means of collecting the data used in this analysis. The study instrument in question is a questionnaire, administered via the use of validated and reliable Google Forms. The study's data was analyzed using SmartPLS, version 4, using the Partial Least Square (PLS) approach. To test the hypothesis and provide an explanation for the influence and link between the independent variables and the hypothesis, this study mostly used explanatory research methodologies. Figure 1 shows the conceptual framework of this investigation.

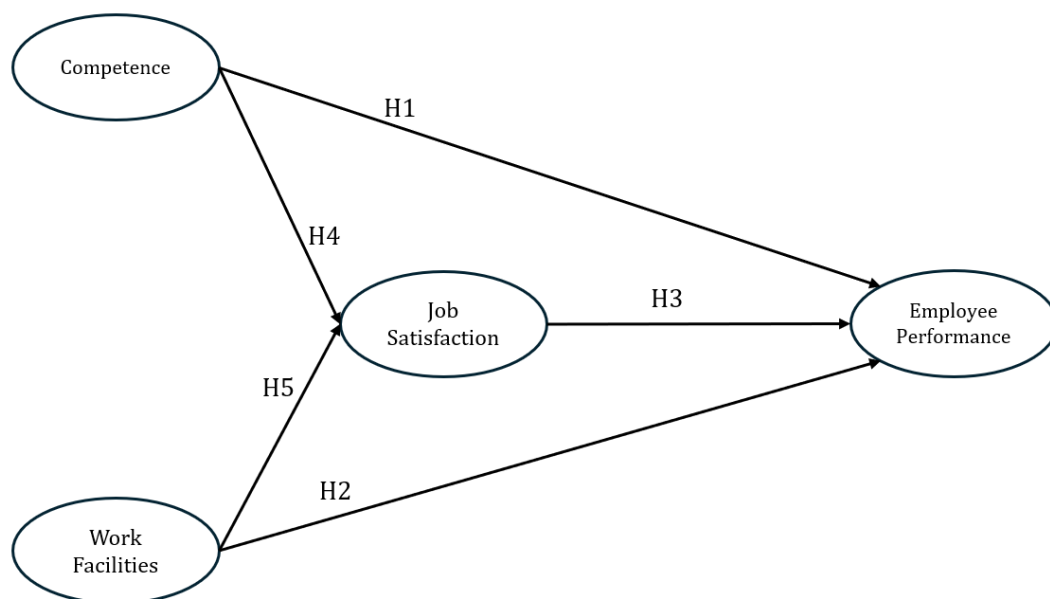


Figure 1. Research Model

Result and Discussions

The characteristics of the 150 respondents who completed the questionnaire in this study can be seen in Table 2.

Tabel 2.Respondent Characteristic

| | Respondent Characteristics | Frequency | Precentage (%) |
|-------------------|--|-----------|----------------|
| Gender | Male | 35 | 23,33 |
| | Female | 115 | 76,67 |
| Age | 20-30 years | 31 | 20,66 |
| | >30 – 40 years | 72 | 48,00 |
| | >40 – 50 years | 35 | 23,33 |
| | >50 tahun years | 12 | 8,01 |
| | | | |
| Education | Senior High School/Vocational High School/MA | 19 | 12,66 |
| | Diploma | 63 | 42,00 |
| | S1 | 63 | 42,00 |
| | S2 | 5 | 3,34 |
| | | | |
| Period of Service | 2-5 years | 48 | 32,00 |
| | >5-10 years | 40 | 26,67 |
| | >10-15 years | 27 | 18,00 |
| | >15 years | 35 | 23,33 |
| Work Unit | Tanah Kalikedinding Public Health Center | 67 | 44,67 |
| | Tambak Wedi Public Health Center | 11 | 7,33 |
| | Sidotopo Wetan Public Health Center | 15 | 10,00 |
| | Bulak Banteng Public Health Center | 13 | 8,67 |
| | Wonokusumo Public Health Center | 12 | 8,00 |
| | Sawah Pulo Public Health Center | 23 | 15,33 |
| | Perak Timur Public Health Center | 9 | 6,00 |
| | | | |

Source : processed primary data, 2025

Based on the results showed that out of 150 respondents, 115 (76.67%) female employees and 35 (23.33%) male employees. This reflects the gender composition typically found in the healthcare sector, particularly in frontline service roles such as nurses and administrative staff, which are often dominated by women. The age of the respondents was mostly dominated by age> 30-40 years as many as 72 people (48%) and the lowest age> 50 years as many as 12 people (8.01%). This suggesting that the workforce is relatively young to middle-aged and likely in the prime of their careers. This age group typically brings a blend of energy, adaptability, and growing experience. The most dominant level of education of respondents is Diploma and S1 as many as 63 people (42%) and the least is S2 as many as 5 people (3.34%), suggesting that while the general educational level is adequate for operational healthcare functions, opportunities or requirements for advanced study may be limited. Meanwhile, the working period is dominated by 2-5 years as many as 48 people (32%) and the lowest is > 10-15 years as many as 27 people (18%) reflecting a balanced mix of junior and senior personnel.

Structural Equation Modeling—Partial Least Square (SEM-PLS) was the method of choice for data analysis in this research. In this work, loading factors and Average Variance Extracted (AVE) are used for convergent validity assessment. At least 0,7 is required for the loading factor (Hair et al., 2022). A high outer loading suggests a high degree of structural similarity. As per Hair et al. (2022), the construct may account for over 50% of the indicator variation when the AVE value is higher than 0,5. An acceptable Cronbach alpha value, as described by (Garson, 2016), is more than 0,7 and indicates the correlation of indicators on a concept.

Tabel 3. Validity & Reliability

| Construct | Item | Mean | Loading Factor | Average Variance Extracted (AVE) | Cronbach's alpha |
|----------------------|------|-------|----------------|----------------------------------|------------------|
| Competence | C1 | 3,813 | 0,811 | 0,617 | 0,897 |
| | C2 | 3,847 | 0,760 | | |
| | C3 | 3,867 | 0,769 | | |
| | C4 | 3,893 | 0,791 | | |
| | C5 | 3,787 | 0,805 | | |
| | C6 | 3,747 | 0,783 | | |
| | C7 | 3,787 | 0,781 | | |
| Work Facilities | WF 1 | 3,880 | 0,799 | 0,642 | 0,861 |
| | WF 2 | 3,847 | 0,795 | | |
| | WF 3 | 3,773 | 0,798 | | |
| | WF 4 | 3,927 | 0,804 | | |
| | WF 5 | 3,860 | 0,811 | | |
| Job Satisfaction | JS 1 | 3,820 | 0,858 | 0,682 | 0,766 |
| | JS 2 | 3,693 | 0,795 | | |
| | JS 3 | 3,827 | 0,823 | | |
| Employee Performance | EP 1 | 3,693 | 0,789 | 0,593 | 0,885 |
| | EP 2 | 3,673 | 0,778 | | |
| | EP 3 | 3,733 | 0,713 | | |
| | EP 4 | 3,660 | 0,739 | | |
| | EP 5 | 3,627 | 0,753 | | |
| | EP 6 | 3,733 | 0,777 | | |
| | EP 7 | 3,560 | 0,836 | | |

Source : processed primary data, 2025

Discriminant validity tests allow for the evaluation of a construct's uniqueness in relation to other constructs that represent distinct phenomena. In order to determine discriminant validity, researchers often use several tests, including the Fornell-Larcker criteria, cross loading, and heterotrait monotrait ratio (HTMT) (Hair et al., 2022). Table 4 displays the results of the Fornell-Larcker criteria (FLC), which takes into account the correlation between constructs and the square root of the AVE. A passing score on this test would indicate that the AVE's square root exceeds the value of its strongest correlation with other variables. The cross-loading value is the subsequent criteria to be examined. This criteria states that indicators should have a higher outer loading on the associated construct than cross loading on other constructs. In table 5, you can observe the cross-loading value. When evaluating discriminant validity, the heterotrait monotrait ratio (HTMT) is another crucial metric to take into account. A construct's HTMT is the average of all indicators' associations with one another. According to (Hair et al., 2022), At its highest, the HTMT correlation may reach 0,9. There is no discriminant validity if the HTMT correlation value is greater than 0,9.

Descriptive analysis provides an explanation for the scores obtained by each variable. Employees at the North Surabaya Public Health Center are deemed competent, according to table 7, which shows an average value of 3.820, The North Surabaya area's Public Health Center was rated as having suitable facilities by respondents, with an average score of 3.857. Workers in the vicinity of the North Surabaya Public Health Center report an average level of work satisfaction of 3.870, This shows that the job satisfaction of the respondents is classified as satisfied. The performance of health center employees in the North Surabaya

area is also high. This can be seen from the average employee performance score of 3.668.

Tabel 4. Discriminant Validity of the Fornell-Larcker Criterion (FLC)

| | Competence | Employee Performance | Job Satisfaction | Work Facilities |
|----------------------|------------|----------------------|------------------|-----------------|
| Competence | 0.786 | | | |
| Employee Performance | 0.681 | 0.770 | | |
| Job Satisfaction | 0.572 | 0.738 | 0.826 | |
| Work Facilities | 0.336 | 0.621 | 0.554 | 0.801 |

Tabel 5. Discriminant Validity of the Cross Loading

| | Competence | Employee Performance | Job Satisfaction | Work Facilities |
|------|------------|----------------------|------------------|-----------------|
| C1 | 0.811 | 0.499 | 0.443 | 0.221 |
| C2 | 0.76 | 0.512 | 0.452 | 0.284 |
| C3 | 0.769 | 0.596 | 0.504 | 0.338 |
| C4 | 0.791 | 0.536 | 0.434 | 0.229 |
| C5 | 0.805 | 0.495 | 0.403 | 0.263 |
| C6 | 0.783 | 0.551 | 0.485 | 0.256 |
| C7 | 0.781 | 0.541 | 0.411 | 0.247 |
| EP 1 | 0.521 | 0.789 | 0.597 | 0.486 |
| EP 2 | 0.533 | 0.778 | 0.553 | 0.436 |
| EP 3 | 0.5 | 0.713 | 0.499 | 0.535 |
| EP 4 | 0.535 | 0.739 | 0.573 | 0.429 |
| EP 5 | 0.525 | 0.753 | 0.563 | 0.488 |
| EP 6 | 0.507 | 0.777 | 0.544 | 0.432 |
| EP 7 | 0.55 | 0.836 | 0.641 | 0.533 |
| JS 1 | 0.449 | 0.622 | 0.858 | 0.477 |
| JS 2 | 0.481 | 0.577 | 0.795 | 0.443 |
| JS 3 | 0.488 | 0.627 | 0.823 | 0.45 |
| WF 1 | 0.311 | 0.542 | 0.495 | 0.799 |
| WF 2 | 0.184 | 0.488 | 0.427 | 0.795 |
| WF 3 | 0.311 | 0.46 | 0.424 | 0.798 |
| WF 4 | 0.289 | 0.48 | 0.406 | 0.804 |
| WF 5 | 0.25 | 0.508 | 0.458 | 0.811 |

Tabel 6. Discriminant Validity of the Heterotrait Monotrait Ration (HTMT)

| | Competence | Employee Performance | Job Satisfaction | Work Facilities |
|----------------------|------------|----------------------|------------------|-----------------|
| Competence | | | | |
| Employee Performance | 0.762 | | | |
| Job Satisfaction | 0.687 | 0.895 | | |
| Work Facilities | 0.379 | 0.708 | 0.679 | |

Tabel 7. Descriptive Statistics

| No | Variable | Mean | SD |
|----|----------------------|-------|-------|
| 1 | Competence | 3.82 | 0.142 |
| 2 | Work Facilities | 3.857 | 0.187 |
| 3 | Job Satisfaction | 3.78 | 0.296 |
| 4 | Employee Performance | 3.668 | 0.133 |

Tabel 8. Hypothesis Testing

| Variable Relationship | Base Model | | f ² | Mediation Model | |
|-----------------------|-------------|---------|----------------|-----------------|---------|
| | Coefficient | P-value | | Coefficient | P-value |
| C→EP | 0.377 | 0 | 0.323 | | |
| WF→EP | 0.435 | 0 | 0.204 | | |
| JS→EP | 0.359 | 0 | 0.229 | | |
| C→JS | 0.295 | 0 | 0.32 | | |
| WF→JS | 0.407 | 0 | 0.28 | | |
| C→JS→EP | | | | 0.156 | 0.002 |
| WF→JS→EP | | | | 0.146 | 0.004 |
| R-Squared of EP | 0.705 | | | | |
| R-Squared of JS | | | | 0.475 | |
| Adj. R-Squared of EP | 0.699 | | | | |
| Adj. R-Squared of JS | | | | 0.468 | |

Note: C= Competence; WF = Work Facilities; JS=Job Satisfaction; EP=Employee Performance

Table 8 shows that the p-value is less than 0,05, which indicates that workers at the Public Health Center are more satisfied with their jobs and their working conditions when they are competent and have access to good facilities, resulting in higher performance of Public Health Center employees. On the other hand, the lower the job satisfaction of employees, the lower the performance of Public Health Center employees. Based on the data presented above, competence stands out as the most significant factor influencing employee performance ($f^2 = 0,323$). Job Satisfaction may mediate the influence of competence on employee performance, according to the mediation model, with a p value less than 0,05. Another factor that might moderate the impact of physical workplace factors on productivity is workers' level of contentment with their jobs. The p-value of 0,004, which is less than 0,05, proves this. Employee Performance has an adjusted R-squared value of 0,705. This shows that competence, Job Satisfaction, and work facilities account for 70,5% of the variance in employee performance. Job satisfaction has an R-squared value of 0,475, which indicates that competence and work facilities account for 47.5% of the variance in Job Satisfaction. The model is stable since the Adjusted R Square values are close together, at 0,468 and 0,699.

According to the study's findings, competency directly impacts employee performance in the real-world setting of the research site. The findings of this study are consistent with those of previous studies done by Aristyani et al. 2020), Setiawan et al. (2022), Budiman et al. (2022), and Kurnianto and Ningsih (2024). Workers will be more effective when they have high levels of competence, which is a reflection of their extensive knowledge, skill set, and work ethic. In reality, the training conducted by the Health Department for its employees at the Public Health Center is considered insufficient. According to interviews

with several staff members, recent training has been mostly online and conducted during working hours, making it difficult to absorb the information fully. According to them, in addition to training, employee performance will also rise with competent leadership. From what we can tell from the descriptive analysis of the responses, it seems like most of the staff at the North Surabaya Public Health Center are well-versed in their field, good at troubleshooting, friendly and willing to help when patients have issues, and eager to help out their colleagues when needed. Workers at North Surabaya's Public Health Center may do a better job if they have the right information, attitude, and abilities.



Figure 2. Bootstrapping Smart PLS Model

Based on the actual circumstances at the study location, the results also demonstrate that the workplace amenities have a favorable effect on worker productivity, according to the direct influence test. A real problem that often occurs at Public Health Centers is the slow procurement of equipment and supplies due to budget allocations. This significantly hinders the performance of employees at work. According to interviews with several staff members at the North Surabaya Public Health Center are able to do a better job if the facilities at their workplace are well-maintained and comprehensive, which in turn improves the efficiency and effectiveness of health services. Consistent with other studies, this one found that Budiman et al. (2022), Wahet et al. (2020), and Mardiana (2023). Work facilities owned by an organization or company that are lacking will cause low quality of service and performance problems compared to companies that have complete and adequate facilities. For example, the computer used for service is broken so that the number of computers that can be used is reduced, so that service to patients is getting slower. If competent employees of a company are not supported by adequate facilities, it will have an impact on performance which will also not be optimal.

As can be shown from the actual circumstances at the study site, work satisfaction has a beneficial influence on employee performance when controlling for other factors. According to, this study's findings provide empirical support for the satisfaction hypothesis Fu et al. (2020) Job satisfaction refers to the degree to which an individual enjoys their work in general, including not just the physical demands of the job but also the mental and

emotional rewards they get from their workplace, their bosses, colleagues, and the work itself. Employees are highly motivated to do a good job when they are very satisfied with their employment. Performance on the part of employees will rise as a result. For example, the Health Service holds an exemplary health worker competition every year with cash prizes for winning. This is one effort to generate a sense of motivation in working. Consistent with other studies, this one found that Hamdiah et al. (2023) and Cipta and Hwihanus (2024).

Furthermore, the study site's actual circumstances demonstrated that competency positively impacts employee work happiness. The findings of this study are consistent with those of previous studies done by (Aristyani et al., 2020). When someone are competent, it shows that they have a lot of information, abilities, and attitudes about their job, which makes them more likely to be happy with the outcomes. Health workers who are experienced in treating tuberculosis patients will treat patients more appropriately so that the success of treatment is higher and satisfaction with patient recovery will be formed.

In light of the actual circumstances at the study site, recent studies have shown that workplace amenities significantly impact workers' levels of job satisfaction. According to the findings of studies carried out by (Hussain & Diaz, 2020). Organizations and businesses who do not own their own work facilities are at a performance and service disadvantage when compared to those that do. When a company's facilities are well-maintained and comprehensive, it creates an environment where employees are content with their work, leading to a rise in job satisfaction.

As seen in the actual settings at the study site, competence indirectly affects employee performance via work satisfaction. Employees in the North Surabaya area of the Public Health Center are described as having knowledge that supports their work, being skilled at identifying and solving problems at the Public Health Center, being serious and friendly when serving patients, and being willing to help coworkers, according to the descriptive analysis of respondent responses. The fact that most people who took the survey are happy where they are and content with their employment is evidence that this has the potential to boost Job Satisfaction. Employees in the North Surabaya neighborhood of Public Health Center will be more productive, punctual, and dependable if they are happier in their jobs. Consistent with other studies, this one found that (Aristyani et al., 2020).

The actual circumstances at the study site have a mediating influence on workers' levels of job satisfaction, which in turn has an indirect effect on workers' performance. The descriptive analysis of the replies from the North Surabaya Public Health Center staff reveals that they have all the necessary tools, supplies, infrastructure, transportation, and facilities for their job. The fact that most people who took the survey are happy where they are and content with their employment is evidence that this has the potential to boost Job Satisfaction. Staff members at the North Surabaya Public Health Center will be more productive, punctual, and quality-oriented if they are happy in their jobs. Consistent with previous studies done by (Putri et al., 2020).

Conclusion

This study reveals a comprehensive perspective on the influence of employee competency and workplace amenities on performance, highlighting the essential mediating function of job satisfaction. The results confirm that personnel with enhanced competencies

characterized by their knowledge, problem-solving skills, and collaborative dispositions demonstrate superior performance levels. Similarly, well maintained and accessible work facilities foster a climate that improves employee satisfaction and performance.

This study is also distinguished by its empirical validation of job satisfaction as a dual mediator, efficiently transmitting the effects of both competence and facilities into enhanced performance outcomes. This idea emphasizes that neither expertise nor infrastructure alone is adequate; rather, it is their interaction, viewed favourably by employees, that stimulates enhanced engagement and performance. With 70.5% of employee performance variance explained by the proposed model, the study offers robust support for this integrated approach. Also, the study reflects real- world constraints similar as underfunded training and delayed procurement making its counteraccusations particularly applicable for resource constrained public sectors. By linking structural limitations to cerebral issues (like satisfaction), the research offers a new perspective for the head office investing in both people and work facilities, while fostering satisfaction is not optional but essential for sustainable public service performance.

A distinctive value of this research is its grounding in real-world constraints such as limited training opportunities and delayed facility procurement common in many public service organizations. These contextual insights highlight that improving employee performance requires not only technical or structural enhancements but also investment in employees' psychological well-being.

In conclusion, an integrated approach that strengthens competence, improves work facilities, and promotes job satisfaction is essential for driving sustainable performance improvements in public health institutions.

While every effort was made to ensure that this research adhered to scientific principles, the variables used in the study work facility competency, job satisfaction, and employee performance and the complexity of the research methods and procedures meant that the results could only be as good as the questions asked. In addition, this study only included artifacts from Public Health Center in the North Surabaya region, therefore it would be difficult to generalize the findings without doing more extensive research.

In order for this research to be enhanced in the future, there are a few aspects that require fixing. Employee motivation, work environment, leadership, discipline, and other factors are thus recommended to be included in this research.

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