

Analysis of Work Motivation, Competency and Job Satisfaction on The Performance Of Dental and Oral Therapists In Puskesmas Surabaya City

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ABSTRAK

Penelitian ini bertujuan menganalisis pengaruh Motivasi Kerja, Kompetensi, dan Kepuasan kerja Terhadap Kinerja Terapis Gigi dan Mulut di Puskesmas Kota Surabaya. Metode penelitian yang digunakan adalah metode kuantitatif. Populasi dalam penelitian ini adalah seluruh Terapis Gigi dan Mulut di Puskesmas Kota Surabaya sebanyak 54 orang. Teknik pengambilan sampel menggunakan sampel jenuh yaitu 54 orang Terapis Gigi dan Mulut. Teknik analisis data adalah analisis liner regresi berganda dan diolah menggunakan SPSS. Hasil penelitian menunjukkan bahwa 1) Motivasi Kerja berpengaruh signifikan terhadap kinerja Terapis Gigi dan Mulut di Puskesmas Kota Surabaya, 2) Kompetensi berpengaruh signifikan terhadap kinerja Terapis Gigi dan Mulut di Puskesmas Kota Surabaya, 3) Kepuasan Kerja berpengaruh signifikan terhadap kinerja Terapis Gigi dan Mulut di Puskesmas Kota Surabaya, 4) Uji simultan variabel Motivasi Kerja, Kompetensi, dan Kepuasan Kerja, berpengaruh signifikan terhadap kinerja Terapis Gigi dan Mulut di Puskesmas Kota Surabaya, 5) Kompetensi berpengaruh dominan terhadap kinerja Terapis Gigi dan Mulut di Puskesmas Kota Surabaya

Kata Kunci: Motivasi Kerja, Kompetensi, Kepuasan Kerja, Kinerja

ABSTRACT

This research is to analyze the effect of Work Motivation, Competency, and Job Satisfaction on the Performance of Dental and Oral Therapists in all Puskesmas in Surabaya. The research method used is a quantitative method. The population in this study was all Dental and Oral Therapy at all Puskesmas in Surabaya, totaling 54 people. The sampling technique used a total sample of 54 Dental and Oral Therapy people. The data analysis technique is multiple linear regression analysis and processed using SPSS. The results of the research show that 1) Work Motivation has a significant effect on the performance of Dental and Oral Therapists in all Puskesmas in Surabaya., 2) Competency has a significant on the performance of Dental and Oral Therapists in all Puskesmas in Surabaya, 3) Job Satisfaction has a significant effect on the performance of Dental and Oral Therapists in all Puskesmas in Surabaya, 4) Simultaneous test of the variables Work Motivation, Competency and Job Satisfaction have a significant effect on the performance of Dental and Oral Therapists at all Puskesmas in Surabaya, 5) Competency has a dominant effect on the performance of Dental and Oral Therapists at all Puskesmas in Surabaya

Key words: Work Motivation, Competency, Job Satisfaction, Performance

INTRODUCTION

Puskesmas as a Technical Implementation Unit of the District/City Health Office is a First Level Health Facility (FKTP) that organizes public health efforts and first-level individual health efforts, by prioritizing promotive and preventive efforts in its working area in one part of the sub-district area. Puskesmas run all services and programs cannot be separated from the role of health workers. If there are no health workers, of course, health services will not run. The types of health workers needed by health centers include doctors, dentists, midwives, nurses, dental and oral therapists (Permenkes, 2019).

Dental and Oral Therapists in carrying out their professional practice, have the authority to provide dental and oral health care services including: (a) efforts to improve oral health, (b) efforts to prevent dental disease, (c) management of dental and oral health services basic health services in limited dental health cases, and (e) Dental Assisting (Permenkes, 2016).

The phenomenon of performance in health workers today, especially Dental and Oral Therapists, is considered to support the success of a program or service at the puskesmas. Dental and Oral Therapists together with Dentists are responsible for the dental health of the community which includes infants, toddlers, pregnant women, productive age, and old age to realize caries-free Indonesia 2030.

Performance in this case shows the work results achieved by a Dental and Oral Therapist after carrying out the job duties assigned by the health center to him. Performance can be achieved well if Dental and Oral Therapists are able to work according to predetermined standards, otherwise if the target is not achieved then performance will drop.

Dental and Oral Therapists who have the target of improving oral health both through Individual Health Efforts (UKP) and Public Health Efforts (UKM) also need to get attention, is opportunities to improve their competency, productivity and quality by attending training or seminars and recognition of the results they have achieved, although the

number of Dental and Oral Therapists at the health center is currently not balanced with the number of existing health centers but are expected to work optimally.

Several factors influence the performance of Dental Therapists, including work motivation (Hanafi and Yohana, 2017; Andayani and Makian, 2016), competency (Sarumaha, 2022; Priyanto, 2022; Presilawati and Shalhah, 2023), and job satisfaction (Widiyanti and Widiastini, 2021; Octavianti and Hamni, 2022).

However, there is still a research gap, including Sumiati and Purbasari (2019) who stated that the results of research on work motivation have no effect on employee performance (dental therapists). Wandu and Hakiki (2022) stated that competency has no effect on employee performance (dental therapists). Adiyasa and Windayanti (2019) and Razak, et al (2021) prove that job satisfaction has no effect on employee performance of Dental and Oral Therapists.

LITERATURE REVIEW

Performance Of Dental and Oral Therapists

Johari, et al (2018) said that employee performance is a result achieved by someone in their job according to certain criteria. Performance can be interpreted in general as a person's ability to carry out a job with existing resources. While Permenkes (2019) explains performance is the result of tasks achieved from each employee activity, as well as carrying out job duties by using and utilizing organizational resources.

Work Motivation

Sunyoto and Wagiman (2023) said that work motivation is a stimulus or stimulus for every employee to work in carrying out their duties. Motivation can also encourage employees to think creatively in delivering their work output. Employee performance becomes faster and maximized.

Research on the effect of work motivation on performance has been conducted by several previous researchers, including by Atikah and

Qomariah (2020), Basalamah (2017), Charka, et al (2022), and Muzakir, et al (2020). The results of their research prove that work motivation affects employee performance. Then a hypothesis can be made as follows:

H1: Work motivation partially affects the performance of Dental and Oral Therapists.

Competency

Competency is the ability to carry out a job or task which is supported by the skills, knowledge and work attitudes determined by the job (Wibowo, 2018). While according to the Permenpan (2019) it is explained that the competency in the field of Dental and Oral Therapist is a description of the abilities of a Dental and Oral Therapist which includes the knowledge, skills, and behaviors that must be possessed to do their work or duties or occupy certain positions.

Research on the effect of competency on performance has been conducted by several previous researchers, including by Basalamah (2017), Manurung, et al (2023), Sarumaha (2022), Priyanto (2022), and Wahyuni (2019). The results of their research prove that competency affects employee performance. Then a hypothesis can be made as follows :

H2 : Competency partially affects the performance of Dental and Oral Therapists.

Job Satisfaction

Robbins (2015) stated that job satisfaction is an employee's general attitude towards his work because the reward received is more than he should receive. Job satisfaction will be obtained if there is a match between expectations and reality obtained at work. A positive attitude will be shown by employees if they get high job satisfaction, while if they are not satisfied, employees will show a negative attitude towards their work.

Research on the effect of job satisfaction on employee performance has been conducted by several previous researchers, including Sari, et al (2022), Priyanto (2022), Wahyuni (2019), and Widayanti, et al (2020). The results of their

research prove that job satisfaction affects employee performance. Thus a hypothesis can be made as follows:

H3 : Job satisfaction partially affects the performance of Dental and Oral Therapists.

Research on work motivation, competency, and job satisfaction was conducted by several previous researchers including Basalamah (2017), Presilawati and Shalhah (2023), Muzakir, et al (2020), Wiranto and Hikmah (2022). The results of their research prove that work motivation, competency, and job satisfaction simultaneously affect performance. Then a hypothesis can be made as follows:

H4 : Work motivation, competency, and job satisfaction simultaneously affect the performance of Dental and Oral Therapists.

METHOD

The type of research used is quantitative research. According to Sugiyono, (2020) explains that this type of quantitative research is a research method based on the philosophy of positivism, which is used to examine certain populations or samples, this data collection uses research instruments, data analysis is quantitative statistics, with the aim of testing predetermined hypotheses.

Arikunto, (2016) argues that the population is the entire research subject, while the population of this study were all Dental and Oral Therapists at the Surabaya City Health Center, totaling 54 people. This study used a saturated sample, namely all 54 members of the Dental and Oral Therapists at the Surabaya City Health Center. This is in accordance with Sugiyono's opinion, (2020) regarding saturated sampling, which is a sampling technique if all members of the population are sampled and the population is relatively small.

The research instrument used a questionnaire through google form, where the statements and alternative answer choices in google form are a representation of all factors from indicators of work motivation, Competency, job satisfaction, and employee performance. The data collection technique uses

a Likert scale.

The data analysis technique is Multiple Linear Regression and Hypothesis Test using t-Test and F-Test.

RESULTS

Validity Test

The Validity Test is considered fulfilled if the significance value shown is lower than the $\alpha = 0.05$ value, but if the significance value is more than 0.05, it is declared invalid.

Table 1. Work Motivation Variable (X1)

Indicator	Correlation Value (Pearson Correlation)	Correlation Probability Sig. (2-tailed)	Result
X1.1	0,890	0,000	Valid
X1.2	0,898	0,000	Valid
X1.3	0,902	0,000	Valid

Source: SPSS 2024 calculation

The table above shows that the three statements submitted in the questionnaire regarding Work Motivation (X1) have a Sig value. (2-tailed) value is smaller than 0.05. Thus the three statements regarding the Work Motivation variable can be declared valid.

Table 2. Competency Variable (X2)

Indicator	Correlation Value (Pearson Correlation)	Correlation Probability Sig. (2-tailed)	Result
X2.1	0,831	0,000	Valid
X2.2	0,867	0,000	Valid
X2.3	0,855	0,000	Valid

Source: SPSS 2024 calculation

The table above shows that the three statements submitted in the questionnaire regarding Competency (X2) have a Sig value. (2-tailed) value is smaller than 0.05. Thus the three statements related to the competency variable can be declared valid.

Table 3. Job Satisfaction Variable (X3)

Indicator	Correlation Value (Pearson Correlation)	Correlation Probability Sig. (2-tailed)	Result
X3.1	0,818	0,000	Valid
X3.2	0,836	0,000	Valid
X3.3	0,873	0,000	Valid
X3.4	0,839	0,000	Valid
X3.5	0,863	0,000	Valid

X3.1	0,818	0,000	Valid
X3.2	0,836	0,000	Valid
X3.3	0,873	0,000	Valid
X3.4	0,839	0,000	Valid
X3.5	0,863	0,000	Valid

Source: SPSS 2024 calculation

From the table above, it shows that the five statements submitted in the questionnaire regarding Job Satisfaction (X3) have a Sig value. (2-tailed) value is smaller than 0.05. Thus the five statements regarding the Job Satisfaction variable can be declared valid.

Table 4. Therapist Performance Variable (Y)

Indicator	Correlation Value (Pearson Correlation)	Correlation Probability Sig. (2-tailed)	Result
Y.1	0,523	0,000	Valid
Y.2	0,513	0,000	Valid
Y.3	0,692	0,000	Valid
Y.4	1	0,000	Valid

Source: SPSS 2024 calculation

The table above shows that the four statements submitted in the questionnaire regarding Therapist Performance (Y) have a Sig value. (2-tailed) value is smaller than 0.05. Thus the four statements regarding the Therapist Performance variable can be declared valid.

Reliability Test

The reliability test in this study can be seen from the Cronbach's Alpha value generated from calculation through the help of the SPSS program. If the statement in the questionnaire has a Cronbach's Alpha value > 0.6 , then the statement is said to be reliable. The following are the results of calculations that have been carried out by researchers.

Table 5. Reliability Test

Variable	Cronbach's Alpha	N of Items	Result
Work Motivation	0,878	3	Reliable
Competency	0,807	3	Reliable
Job Satisfaction	0,898	5	Reliable

Therapist Performance	0,871	4	Reliable
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Source: SPSS 2024 calculation

The table above shows that the Cronbach's Alpha value of the Work Motivation, Competency, Job Satisfaction, and Employee Performance variables is > 0.6 , so the statement is declared reliable. These results also indicate that this research can be continued in the next test.

Classic Assumption Test

Normality Test

The classic assumption tests used in this study are normality test, multicollinearity test, and heterocidasticity test.

Ghozali (2018) states that the normality test is used to test the regression model, whether the confounding or residual variables have a normal distribution. The formula used in this normality test is the Kolmogorov-Smirnov formula with the stipulation that the data is normally distributed if the significance is > 0.05 , so if the data is not normally distributed, if the significance is < 0.05 .

Tabel 6. Normality Test Result

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		54
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.01381734
Most Extreme Differences	Absolute	.082
	Positive	.057
	Negative	-.082
Test Statistic		.082
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS 2024 calculation

The results of the table above show that the Kolmogorov-Smirnov statistical value obtained has a Kolmogorov-Smirnov Z value of 0.200 with an Asymp. Sig. (2-tailed) of 0.200, where this value is in accordance with the criteria that the residual distribution is called normally distributed if the significant level is $>$

0.05.

Multicollinearity Test

Multicollinearity test is a regression model that is free of multicollinearity because it has a VIF value < 10 and a tolerance number > 0.1 . If the VIF value > 10 and the tolerance value < 0.1 , then there are symptoms of multicollinearity.

Table 7. Multicollinearity Test Result Coefficients^a

		Collinearity Statistics	
Model		Tolerance	VIF
1	Work Motivation	.505	1.982
	Competency	.402	2.486
	Job Satisfaction	.397	2.518

a. Dependent Variable: Therapist Performance

Source: SPSS 2024 calculation

In accordance with the multicollinearity test results that have been presented in the table above, it shows that the variables of work motivation, Competency, and job satisfaction have a tolerance value greater than 0.1 and a VIF value smaller than 10, so it can be stated that between these independent variables there is no multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test is a test used to test the inequality of residual variance from one observation to another. This test uses the gleiser method with a significant value of 0.05. And if more than > 0.05 , it can be said that there is no heteroscedasticity problem and vice versa, if the result is less than < 0.05 , it can be concluded that there is a heteroscedasticity problem.

Table 8. Heteroscedasticity Test Correlations

			Work Motivati on	Competen cy	Job Satisfacti on	ABS_ RS
Spearman's rho	Work Motivation	Correlation Coefficient	1.000	.613**	.711**	.061
		Sig. (2-tailed)	.	.000	.000	.661
		N	54	54	54	54
	Competency	Correlation Coefficient	.613**	1.000	.776**	.043
		Sig. (2-tailed)	.000	.	.000	.756
		N	54	54	54	54
	Job Satisfaction	Correlation Coefficient	.711**	.776**	1.000	.079
		Sig. (2-tailed)	.000	.000	.	.569

N	54	54	54	54
ABS_RS Correlation Coefficient	.061	.043	.079	1.000
Sig. (2-tailed)	.661	.756	.569	.
N	54	54	54	54

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 2024 calculation

According to the table above, the results of the Rho Spearman Test indicate that there are no statistically significant independent variables that have an influence on the dependent variable absolute residual value (Abs_Res). This can be seen from the significance value which is higher than the 5% confidence level. Thus, it can be concluded that there are no symptoms of heteroscedasticity in the regression model of this study.

Multiple Linear Regression Test

The regression equation model in this study is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

Table 9. Multiple Linear Regression Test Result

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	-1.296	1.187	
	Work Motivation	.357	.120	.274
	Competency	.505	.144	.361
	Job Satisfaction	.285	.082	.360

Source: SPSS 2024 calculation

Based on the table above, the equation can be written as follows :

$$Y = -1.296 + 0.357 X_1 + 0.505X_2 + 0.285X_3$$

The constant value is -1.296 and the regression coefficient value of work motivation (X1) of 0.357 is positive, as well as the regression coefficient value for the competency variable (X2) which is 0.505 has a positive regression coefficient, and the regression coefficient value for the job satisfaction variable (X3) is 0.285 and has a positive regression coefficient.

This shows that every time there is an increase in the variables of work motivation, Competency, and job satisfaction, it will be followed by an increase in the performance variable..

Coefficient of Determination Analysis

The Coefficient of Determination (R²) is used to determine the percentage contribution of work motivation variables, Competency, and job satisfaction partially significantly affecting therapist performance.

Table 10. R Square Test Result

Summary Model^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887 ^a	.787	.774	1.044

a. Predictors: (Constant), Job Satisfaction, Work Motivation, Competency

b. Dependent Variable: Therapist Performance

Source: SPSS 2024 calculation

Looking at the results of the SPSS output above, it is known that the R square (R²) is 0.787 or 78.7%, which means that the contribution or contribution of the work motivation, Competency, and job satisfaction variables partially significantly affects the therapist's performance by 78.7%. While the rest (100% - 78.7% = 21.3%) is contributed by other factors outside the model.

Hypothesis Testing

t-test

T-test hypothesis testing which tests the regression coefficient partially to determine whether each variable of work motivation, Competency, and job satisfaction partially has a significant effect on therapist performance.

Table 11. t-test (partial)

Model		t	Sig.
1			.280
	Work Motivation	2.978	.004
	Competency	3.511	.001
	Job Satisfaction	3.473	.001

Source: SPSS 2024 calculation

According to the results above, it can be described as follows:

1. Partial test of work motivation on therapist performance obtained a significant level for the work motivation variable of 0.004 < 0.050 (level of significance), which indicates the effect of work motivation on therapist performance partially is significant.
2. Partial test of Competency on therapist

performance obtained a significant level for the competency variable of $0.001 < 0.050$ (level of significance), proving the effect of Competency on therapist performance is significant.

3. Partial test of job satisfaction on therapist performance obtained a significant level for the job satisfaction variable $0.001 < 0.050$ (level of significance), proving the effect of job satisfaction on therapist performance is significant.

F test

This test is used to test the effect of work motivation variables, Competency, and job satisfaction together on performance, the F test is used using a significant level of 5%.

Tabel 12. F Test Results (Simultaneous) ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	201.173	3	67.058	61.549	.000 ^b
	Residual	54.475	50	1.089		
	Total	255.648	53			

a. Dependent Variable: Therapist Performance

b. Predictors: (Constant), Job Satisfaction, Work Motivation, Competency

Source: SPSS 2024 calculation

Referring to the results of the analysis output with SPSS software above, the significant level of the F test = $0.000 < 0.05$ (level of significance) is obtained, which shows that the influence of work motivation variables, Competency and job satisfaction simultaneously affects the performance of Dental and Oral Therapists. These results indicate that the ups and downs of Dental and Oral Therapist performance are determined by how well work motivation, Competency, and job satisfaction are determined.

DISCUSSION

This study uses three independent variables and one dependent variable. With the title "Analysis Of Work Motivation, Competency and Job Satisfaction On The Performance Of Dental and Oral Therapists In Puskesmas Surabaya City".

Based on the formulation of the problem, the following results were obtained:

1. Work Motivation has a significant effect on the performance of Dental and Oral Therapists at Puskesmas Surabaya City. Work motivation has an important role in influencing the performance of dental and oral therapists. Therapists who are highly motivated tend to be more dedicated, proactive, and committed to providing the best service to patients. This result means that the better the work motivation that the therapist has, the greater the effect on the therapist's performance. However, the worse the work motivation will have an effect on the low performance of the therapist.
2. Competency has a significant effect on the performance of Dental and Oral Therapists at Puskesmas Surabaya City, because of the skills and knowledge of professionals by keeping up with technological developments, they directly affect the quality of services provided. Highly competent dental and oral therapists, including technical skills, in-depth knowledge of treatment procedures, and accurate diagnostic abilities, can carry out their duties more effectively and efficiently.
3. Job Satisfaction has a significant effect on the performance of Dental and Oral Therapists at Puskesmas Surabaya City, because feeling satisfied with work can motivate them to provide better service. Therapists who are satisfied with aspects of their work such as the work environment, relationships with coworkers, and the rewards they receive tend to have higher morale and greater dedication to their tasks. This job satisfaction encourages them to work more diligently and qualified, as they feel valued and motivated to meet the high expectations and standards they set for themselves.
4. Work Motivation, Competency, and Job Satisfaction, have a significant effect on the performance of Dental and Oral Therapists at Puskesmas Surabaya City, because motivated therapists tend to be more eager to develop and apply their competencies in a beneficial way, which in turn increases their job satisfaction.

Conversely, high job satisfaction can increase motivation and make therapists more open to skill improvement, which strengthens their competency and improves overall performance. Thus, these three elements not only impact individual performance, but also simultaneously create synergies that support more effective and satisfying dental and oral practices, both for therapists and patients.

CONCLUSION

A comprehensive Human Resource Management strategy, which includes aspects of work motivation, Competency, and job satisfaction, can encourage an increase in the performance of Dental and Oral Therapists at the Surabaya City Health Center. This is evidenced by the three variables that simultaneously have a significant effect on performance.

Work motivation has a real impact in creating performance and shows the importance of work motivation in sustaining the performance of the Dental and Oral Therapist. Competency is also an important factor in determining the quality and quantity of performance of Dental and Oral Therapists which tends to be influenced by knowledge, attitudinal skills as the main factor in the process of supporting performance and maintaining quality. While job satisfaction of Dental and Oral Therapists is a factor that encourages therapists to perform highly.

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