
The Influence of Competence and Patient Satisfaction to the Employee Performance through Service Quality at Community Health Center in Ternate City

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Abstract : The Influence of Competence and Patient Satisfaction on Employee Performance Through Service Quality at Health Centers in Ternate City. (supervised by Tajuddin Malik and Gunawan Ilyas). This study aims to (1) analyze the influence of competence on service quality at Health Centers in Ternate City; (2) analyze the influence of patient satisfaction on service quality at Health Centers in Ternate City; (3) analyze the influence of competence on employee performance at Health Centers in Ternate City; (4) analyze the influence of patient satisfaction on employee performance at Health Centers in Ternate City; (5) analyze the influence of service quality on employee performance at Health Centers in Ternate City; (6) analyze the influence of competence on employee performance through service quality at Health Centers in Ternate City; (7) analyze the influence of patient satisfaction on employee performance through service quality at Health Centers in Ternate City. This study was conducted at 11 Health Centers in Ternate City. The sample used Maximum Likelihood Estimation and proportional random sampling. All samples amounted to 100 respondents at the research location xxx. The data collection method used was direct interviews with the parties involved in the problem being discussed and providing questionnaires to patients in accordance with the research being conducted. Data analysis was carried out using descriptive analysis and path analysis. The results of the analysis showed that (1) competence influenced the quality of service at the Health Center in Ternate City; (2) patient satisfaction influenced the quality of service at the Health Center in Ternate City; (3) competence influenced employee performance at the Health Center in Ternate City; (4) patient satisfaction influenced employee performance at the Health Center in Ternate City; (5) service quality influenced employee performance at the Health Center in Ternate City; (6) competence influenced employee performance through service quality at the Health Center in Ternate City; (7) patient satisfaction influenced employee performance through service quality at the Health Center in Ternate City.

Keyword : Competence, Employee Performance Patient Satisfaction, Service Quality

1. INTRODUCTION

Competence affects the quality of service. With competence, quality of service is produced, then from the quality of service it produces work performance and the realization of effectiveness and efficiency. Employee competence is an important factor and influences the implementation and completion of the work of an organization. Employee competence is very much needed in providing services. The services provided by the community are the identity of the organization. If in providing services, the employees give a good impression, then in the community the organization also looks good.

There is an influence of competence on service quality, such as the statement of Michael Zwell (Wibowo, 2012), that one category of competence is relationship is a category of competence related to communication and working well with others and satisfying their needs. Competencies related to relationships include, service orientation. Furthermore, according to Parasuraman, Zeithami and Berry (in Tjiptono, 2010), there are several main factors that determine the quality of service, one of which is competence, meaning that everyone in a

company has the skills and knowledge needed to be able to provide certain services. In accordance with the concepts and descriptions of the experts above, if employee competence is good, it will increase public perception of the quality of health center employee services. The concepts and descriptions above are in line with research conducted by Iwan Ardiansyah (2021), the findings of the research results show that employee competence has a positive and significant influence on the quality of public services. Then the research conducted by Erlin Susanty (2020), from the results of the study it was concluded that competence has a positive and significant influence on the quality of public services. Furthermore, research conducted by Fatmawati Rudi (2017), from the results of the study, it was concluded that employee competence has a significant and positive influence on service.

In addition to the competence factor that influences the quality of service, the patient satisfaction factor also influences the quality of service. Implementation of quality service is very important in this era of competition. The higher the quality of service implemented, the more satisfied service recipients will be. Service quality in this era is an important factor and is one of the keys to competitive advantage in the world of marketing. Service quality can be used as an indicator to measure customer satisfaction with a company or agency. Improving the quality of health services, service quality and customer satisfaction are indicators of the success of service delivery in a company or agency. Because service quality is very important as an effort to fulfill customer needs and desires and the determination of its delivery to balance customer expectations.

Patient satisfaction factors have an influence on service quality, as stated and stated by Hasibuan (2011) who defines service as: The activity of providing services from one party to another, where good service is service that is carried out in a friendly manner and with good ethics so as to meet the needs and satisfaction of those who receive it. Then according to Lovelock and Wirtz (2011) "Satisfaction is an attitude that is decided based on the experience gained. Satisfaction is an assessment of the characteristics or specialties of a product or service, or the product itself, which provides a level of consumer pleasure related to the fulfillment of consumer consumption needs. Consumer satisfaction can be created through quality, service and value. The key to generating customer loyalty is to provide high customer value. Lupiyoadi & Ramdani (2011) stated that in determining the level of satisfaction, there are several main factors that must be considered by the company, one of which is service quality. Especially for the service industry, customers will feel satisfied if they get good service or according to expectations. Then Zeithmal and Bitner (2013) stated that customer satisfaction is influenced by factors, one of which is the quality of service, namely consumers will feel satisfied if they get

good service or as expected. According to Swasta and Irawan (2013), there are five main dimensions of customer satisfaction, one of which is the quality of service, which is very dependent on three things, namely systems, technology and humans. Customer satisfaction with the quality of service is usually difficult to imitate because the formation of attitudes and behaviors that are in line with the wishes of the company is not an easy job. Thus, the higher the quality of service from the health center that is implemented, the more recipients of services, namely patients, are satisfied.

Based on the theoretical description, propositions and empirical studies as well as the facts and problems that occur above, the author is interested in researching the influence of patient competence and satisfaction on employee performance through service quality, therefore the author takes the title "The Influence of Patient Competence and Satisfaction on Employee Performance Through Service Quality at Health Centers in Ternate City".

2. LITERATURE REVIEW

Competence

According to C. Lynn (2005), competence can include repeating facts and concepts to advanced motor skills to learning behaviors and professional values. Spencer and Spencer in Uno (2013), competence is a characteristic that stands out for someone and becomes a way of behaving and thinking in all situations, and lasts for a long period of time. From this opinion, it can be understood that competence refers to a person's performance in a job that can be seen from thoughts, attitudes, and behavior.

Gulo (2004) argues that "competence consists of two interacting aspects, namely: 1) the visible aspect or what is called performance and 2) the invisible aspect or what is called the rational aspect". According to Boulter et al. (in Sulistiyani and Rosidah, 2010), competence is a basic characteristic of a person that allows employees to produce superior performance in their work. Palan (2007) said that competence consists of several different types of characteristics, which drive behavior. The foundation of these characteristics is evident in the way a person behaves in the workplace. Competence is about what kind of people are and what they can do, not what they might do. Competence is found in people who are classified as superior or effective performers.

Satisfaction

Satisfaction is defined as a post-purchase evaluation of the results of comparing pre-purchase expectations with actual performance. Satisfaction is a function of perceived performance and expectancy. Then according to Lovelock and Wirtz (2011) "Satisfaction is an

attitude that is decided based on the experience gained. Satisfaction is an assessment of the characteristics or features of a product or service, or the product itself, which provides a level of consumer pleasure related to the fulfillment of consumer consumption needs. Consumer satisfaction can be created through quality, service and value. The key to generating customer loyalty is providing high customer value.

eithmal and Bitner (2013) stated that customer satisfaction is influenced by other factors that can be explained as follows: 1. Service quality, namely consumers will feel satisfied if they get good service or according to expectations 2. Product quality, namely consumers will feel satisfied if their results show that the products they use are of good quality 3. Price, namely products that have the same quality but set a relatively cheap price will provide higher value to consumers 4. Situational factors, namely the circumstances or conditions experienced by consumers Personal factors of consumers, namely consumer characteristics that include personal needs.

Quality of Service

Service quality as "the level of expected excellence and control over that level of excellence to meet customer desires". Parasuraman et al., as quoted by Tjiptono (2010) defines service quality as "a reflection of consumer evaluative perceptions of the service received at a certain time". More clearly, Gasperz, quoted by Lukman, expressed a number of basic understandings of service quality, namely as follows: "Basically, service quality refers to the basic understanding: (1) quality consists of a number of product features, both direct features and attractive features that meet customer desires and thus provide satisfaction with the use of the product and (2) quality consists of everything that is free from all deficiencies or damage". (Lukman, 2003).

From the theoretical study opinion above, it can be concluded that service quality is the existence of conformity between the service expected by consumers with the service received or felt (perceived service) by consumers or the results felt. While in this study, service quality is defined as the conformity between the service expected by the community with the service provided by the apparatus for the service felt by the community.

Job Performance

Job performance is a record of results or outputs (outcomes) produced from a particular job function or activity in a particular time period (Gomes, 2013). According to Mangkunegara (2011), performance is the result of work in terms of quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities given to him efficiently and effectively with full loyalty. According to Prawirosentono (2010), performance is the result of

work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics.

3. RESEARCH METHODS

Research design and approach

The design of this research is a survey, namely analyzing facts and data that support the information needed to support the discussion of the research, in solving and answering the main problems raised, namely the influence of competence and patient satisfaction on employee performance through service quality at the Health Center in Ternate City. The approach to this research is a quantitative approach. The quantitative research approach is a method for testing certain theories by examining the relationship between variables.

Research Location and Time

This research was conducted at the Ternate City Health Center which consists of 11 health centers, namely: (1) Kota Health Center; (2) Kalumpang Health Center; (3) Sulamadaha Health Center; (4) Siko Health Center; (5) Gambesi Health Center; (6) Jambula Health Center; (7) Hiri Island Health Center; (8) Batang Dua Island Health Center; (9) Bahari Berkesan Health Center; (10) Moti Island Health Center; (11) Kalumata Health Center;. The selection of the location was based on the fact that the Ternate City Health Center was representative for research on patient competence and satisfaction with employee performance through service quality.

This research is planned to last approximately two months, namely from December 2023 to January 2024 or until the required data is obtained for a number of specified samples and secondary data as supporting data.

Population and Sample

Sugiyono (2012) defines that: "Population is a generalization area consisting of objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. The research population is a generalization area consisting of a group of objects or subjects that are used as sources of research data. The research subjects that will be used as the population are all patients who are treated at the Ternate City Health Center, who will provide data and information about competence, patient satisfaction, service quality and employee performance..

4. RESULTS AND DISCUSSION

Competency Variables

Table 1. Frequency/Percentage of Competency Variable Indicators

Indicator	Distribution of Respondents' Answers					Mean	Category
	STS	TS	N	S	SS		
Knowledge (X1.1)	0	0	14	54	32	4.18	High
Skills (X1.2)	0	0	0	87	13	4.13	High
Self-concept and values (X1.3)	0	0	13	53	34	4.21	Very High
Personal characteristics (X1.4)	0	0	59	20	21	3.62	High
Motive (X1.5)	0	0	0	58	42	4.42	Very High
Mean Total Competence						4.11	High

In the first indicator (X1.1), namely knowledge, the average respondent's answer to the first indicator (X1.1) is 4.18 which is in the high category (between 3.41 - 4.20). In the second indicator (X1.2), namely skills, the average respondent's answer to the second indicator (X1.2) is 4.13 which is in the high category (between 3.41 - 4.20). In the third indicator (X1.3), namely self-concept and values, the average respondent's answer to the third indicator (X1.3) is 4.21 which is in the very high category (between 4.21 - 5.00).

In the fourth indicator (X1.4), namely personal characteristics, the average respondent's answer to the fourth indicator (X1.4) is 3.62 which is in the high category (between 3.41 - 4.20). In the fifth indicator (X1.5), namely motive, the average respondent's answer to the fifth indicator (X1.5) is 4.42 which is in the very high category (between 4.21 - 5.00). From the statement that has been described above, it can be concluded that the fifth indicator (X1.5), namely motive, received the highest response, namely with an average respondent's answer of 4.42, which is in the very high category (between 4.21 - 5.00). From these results, it shows that employees must have a driving force that will manifest a behavior in order to achieve their self-satisfaction goals.

While in the fourth indicator (X1.4), namely personal characteristics, received the lowest response, namely with an average respondent's answer of 3.62, which is in the high category (between 3.41 - 4.20). From these results, it shows that employees are able to control themselves and are able to remain calm under pressure.

Patient Satisfaction

Table 2. Frequency/Percentage of Patient Satisfaction Variable Indicators

Indicator	Distribution of Respondents' Answers					Mean	Category
	STS	TS	N	S	SS		
Procedures and service requirements (X2.1)	0	0	43	38	19	3.76	High
Service officer capabilities (X2.2)	0	0	10	40	50	4.40	Very High
Speed of service (X2.3)	0	0	23	52	25	4.02	High
Fairness and certainty of service costs (X2.4)	0	4	60	36	0	3.32	Medium
Environmental comfort and service security (X2.5)	0	13	23	34	30	3.81	High
Mean Total Competence						3.86	High

In the first indicator (X2.1), namely service procedures and requirements, the average respondent's answer to the first indicator (X2.1) is 3.76, which is in the high category (between 3.41 - 4.20). In the second indicator (X2.2), namely the ability of service officers, the average respondent's answer to the second indicator (X2.2) is 4.40, which is in the very high category (between 4.21 - 5.00). In the third indicator (X2.3), namely the speed of service, the average respondent's answer to the third indicator (X2.3) is 4.02, which is in the high category (between 3.41 - 4.20).

In the fourth indicator (X2.4), namely the fairness and certainty of service costs, the average respondent's answer to the fourth indicator (X2.4) is 3.32, which is in the moderate category (between 2.61 - 3.40). In the fifth indicator (X2.5), namely environmental comfort and service security, the average respondent's answer to the fifth indicator (X2.5) was 3.81 which is in the high category (between 3.41 - 4.20). From the statement that has been described above, it can be concluded that the second indicator (X2.2), namely the ability of service officers, received the highest response, namely with an average respondent answer of 4.40, which is in the very high category (between 4.21 - 5.00). From these results, it shows that officers are serious about providing services, especially regarding the consistency of working hours according to applicable provisions.

While in the fourth indicator (X2.4), namely the fairness and certainty of service costs, received the lowest response, namely with an average respondent answer of 3.32, which is in the moderate category (between 2.61 - 3.40). From these results, it shows that during the implementation of services, there is no distinction between groups/status of the community being served.

Quality of Service

Table 3. Frequency/Percentage of Service Quality Variable Indicators

Indicator	Distribution of Respondents' Answers					Mean	Category
	STS	TS	N	S	SS		
Tangibles (physical evidence) (Z1.1)	0	4	47	46	3	3.48	High
Reliability (Z1.2)	0	0	14	63	23	4.09	High
Responsiveness (Z1.3)	0	0	40	37	23	3.83	High
Assurance (Z1.4)	0	13	76	11	0	2.98	Medium
Empathy (Z1.5)	0	6	43	50	1	3.46	High
Mean Total Competence						3.57	High

In the first indicator (Z1.1), namely tangibles (physical evidence), the average respondent's answer to the first indicator (Z1.1) is 3.48 which is in the high category (between 3.41 - 4.20). In the second indicator (Z1.2), namely reliability, the average respondent's answer to the second indicator (Z1.2) is 4.09 which is in the high category (between 3.41 - 4.20). In the third indicator (Z1.3), namely responsiveness, the average respondent's answer to the third indicator (Z1.3) is 3.83 which is in the high category (between 3.41 - 4.20).

In the fourth indicator (Z1.4), namely assurance, the average respondent's answer to the fourth indicator (Z1.4) is 2.98 which is in the medium category (between 2.61 - 3.40). In the fifth indicator (Z1.5), namely empathy (attention), the average respondent's answer to the fifth indicator (Z1.5) is 3.46 which is in the high category (between 3.41 - 4.20). From the statements that have been described above, it can be concluded that the second indicator (Z1.2), namely reliability, received the highest response, namely with an average respondent's answer of 4.09, which is in the very high category (between 4.21 - 5.00). From these results, it shows that health

center employees have the ability to provide promised services immediately, accurately, and satisfactorily for patients.

While in the fourth indicator (Z1.4), namely assurance, received the lowest response, namely with an average respondent's answer of 2.98, which is in the moderate category (between 2.61 - 3.40). From these results, it shows that health center employees have the knowledge, politeness, and ability to foster public trust in the hospital.

Employee Performance

Table 4. Frequency/Percentage of Employee Performance Variable Indicators

Indicator	Distribution of Respondents' Answers					Mean	Category
	STS	TS	N	S	SS		
Understanding of duties and functions (Y1.1)	0	0	44	51	5	3.61	High
Innovation (Y1.2)	0	0	4	66	30	4.26	Very High
Working speed (Y1.3)	0	0	33	37	30	3.97	High
Accuracy of work (Y1.4)	0	3	87	10	0	3.07	Medium
Cooperation (Y1.5)	0	1	32	67	0	3.66	High
Mean Total Competence						3.71	High

In the first indicator (Y1.1), namely understanding of duties and functions, the average respondent's answer to the first indicator (Y1.1) is 3.61 which is in the high category (between 3.41 - 4.20). In the second indicator (Y1.2), namely innovation, the average respondent's answer to the second indicator (Y1.2) is 4.26 which is in the very high category (between 4.21 - 5.00). In the third indicator (Y1.3), namely work speed, the average respondent's answer to the third indicator (Y1.3) is 3.97 which is in the high category (between 3.41 - 4.20).

In the fourth indicator (Y1.4), namely work accuracy, the average respondent's answer to the fourth indicator (Y1.4) is 3.07 which is in the moderate category (between 2.61 - 3.40). In the fifth indicator (Y1.5), namely cooperation, the average respondent's answer to the fifth indicator (Y1.5) is 3.66 which is in the high category (between 3.41 - 4.20).

From the statement that has been described above, it can be concluded that the second indicator (Y1.2), namely innovation, received the highest response, namely with an average respondent's answer of 4.26, which is in the very high category (between 4.21 - 5.00). From these results, it shows that health center employees are able to innovate in serving patients.

While in the fourth indicator (Y1.4), namely work accuracy, received the lowest response, namely with an average respondent's answer of 3.07, which is in the moderate category (between 2.61 - 3.40). From these results, it shows that health center employees are able to be disciplined in carrying out their duties carefully in working and rechecking.

Substructure Path Analysis 1

Table 5. Sub-structure Path Analysis Results 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	4.306	2.116		2.035	.045
Kompetensi (x1)	.296	.099	.238	2.990	.004
Kepuasan pasien (x2)	.379	.055	.549	6.903	.000

Based on table 5 above, it can be seen that the significance value for the competency variable on service quality is 0.004 and the significance value for the patient satisfaction variable on service quality is 0.000, because the significance value is less than 0.05, meaning that the competency variable (X1) and patient satisfaction (X2) have a positive and significant influence on service quality (Z1).

Table 6. Substructure Determination Test Results 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.638	.407	.395	1.095

Based on the calculation results, the correlation coefficient price with an R square value of 0.407 was obtained. The determination coefficient price (R2) which shows that the

contribution of competence determination and patient satisfaction to service quality is 40.7%. While the remaining 59.3% is the influence of other factors that are not included in this model.

Substructure Path Analysis 2

Table 7. Sub-structure Path Analysis Results 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	5.222	1.197		4.362	.000
Kompetensi (x1)	.285	.057	.342	4.973	.000
Kepuasan pasien (x2)	.132	.037	.286	3.561	.001
Kualitas pelayanan (z1)	.255	.056	.381	4.541	.000

Based on table 7 above, it can be seen that the significance value for the competency variable on employee performance is 0.000, the significance value for the patient satisfaction variable on employee performance is 0.001 and the significance value for the service quality variable on employee performance is 0.000, because the significance value is less than 0.05, meaning that the competency variable (X1), patient satisfaction (X2) and service quality (Z1) have a positive and significant influence on employee performance (Y1).

Table 8. Substructure Determination Test Results 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854	.729	.711	.546

Based on the calculation results, the correlation coefficient price with an R square value of 0.729 was obtained. The determination coefficient price (R²) which shows that the contribution of competence determination, patient satisfaction and service quality to employee performance is 72.9%. While the remaining 27.1% is the influence of other factors that are not included in this model.

Influence between variables

Table 9. Independent Variables

Independent Variables	Dependent Variable	Est	S.E	T Value	Prob
Competence (X1)	Quality of service (Z1)	0.238	0.099	2.990	0.004
Patient satisfaction (X2)		0.549	0.055	6.903	0.000
Competence (X1)	Employee performance (Y1)	0.342	0.057	4.973	0.000
Patient satisfaction (X2)		0.286	0.037	3.561	0.001
Quality of service (Z1)		0.381	0.056	4.541	0.000

The beta coefficient of the influence of competence (X1) on service quality (Z1) is 0.238 with a significance value of 0.004 or below 0.05. The beta coefficient also shows that the influence of competence (X1) on service quality (Z1) is positive. This means that competence (X1) has a positive and significant effect on service quality (Z1).

Beta coefficient of influence of patient satisfaction (X2) on service quality (Z1) is 0.549 with a significance value of 0.000 or below 0.05. Beta coefficient also shows the influence of patient satisfaction (X2) on service quality (Z1) is positive. This means that patient satisfaction (X2) has a positive and significant effect on service quality (Z1).

The beta coefficient of the influence of competence (X1) on employee performance (Y1) is 0.342 with a significance value of 0.000 or below 0.05. The beta coefficient also shows that the influence of competence (X1) on employee performance (Y1) is positive. This means that competence (X1) has a positive and significant effect on employee performance (Y1).

The beta coefficient of the influence of patient satisfaction (X2) on employee performance (Y1) is 0.286 with a significance value of 0.001 or below 0.05. The beta coefficient also shows that the influence of patient satisfaction (X2) on employee performance (Y1) is positive. This means that patient satisfaction (X2) has a positive and significant effect on employee performance (Y1).

The beta coefficient of the influence of service quality (Z1) on employee performance (Y1) is 0.381 with a significance value of 0.000 or below 0.05. The beta coefficient also shows that the influence of service quality (Z1) on employee performance (Y1) is positive. This means that service quality (Z1) has a positive effect on employee performance (Y1).

The Influence of Competence on Service Quality

The influence of competency variables on service quality is positive. This means that increasing competency will be followed by improving service quality with the assumption that other factors that affect the size of competency are considered constant. This study shows that there is a positive influence of competency on service quality. This can be seen from the results of the direct influence path analysis, the results obtained that competency has a positive effect on service quality. Thus, it shows that in the Health Center in Ternate City there is a significant positive influence between competency and service quality.

The results of this study are in line with Michael Zwell's statement (in Wibowo, 2012), that one category of competency is relationship, which is a category of competency related to communication and working well with others and satisfying their needs. Competencies related to relationships include, one of which is service orientation. Furthermore, according to Parasuraman, Zeithami and Berry (in Tjiptono, 2010), there are several main factors that determine the quality of service, one of which is competency, meaning that everyone in a company has the skills and knowledge needed to be able to provide certain services.

The results of this study also support the results of previous research by Iwan Ardiansyah (2021), the conclusion obtained is that employee competence has a positive and significant influence on the quality of public services. Furthermore, research conducted by Erlin Susanty (2020), the conclusion obtained is that competence has a positive and significant influence on the quality of public services. Then research conducted by Fatmawati Rudi (2017), the conclusion obtained is that employee competence has a significant and positive influence on service.

With competence, service quality is produced, then from service quality it produces work performance and the realization of effectiveness and efficiency. Employee competence is an important factor and influences the implementation and completion of the work of an organization. Employee competence is very much needed in providing services. The services provided to the community are the identity of the organization. If in providing services, the employees give a good impression, then in the community the organization will also look good.

The Influence of Patient Satisfaction on Service Quality

The influence of patient satisfaction variables on service quality is positive. This means that increasing patient satisfaction will be followed by improving service quality assuming

other factors that affect the size of patient satisfaction are considered constant. This study shows that there is a positive influence of patient satisfaction on service quality. This can be seen from the results of the direct influence path analysis, the results obtained patient satisfaction has a positive effect on service quality. Thus, it shows that in the Health Center in Ternate City there is a significant positive influence between patient satisfaction and service quality.

The results of this study are in accordance with Hasibuan's statement (2011) defining service as: The activity of providing services from one party to another, where good service is service that is carried out in a friendly manner and with good ethics so as to meet the needs and satisfaction of those who receive it. Then according to Lovelock and Wirtz (2011) "Satisfaction is an attitude that is decided based on the experience gained. Satisfaction is an assessment of the characteristics or specialties of a product or service, or the product itself, which provides a level of consumer pleasure related to the fulfillment of consumer consumption needs. Consumer satisfaction can be created through quality, service and value. The key to generating customer loyalty is to provide high customer value. Lupiyoadi & Ramdani (2011) stated that in determining the level of satisfaction, there are several main factors that must be considered by the company, one of which is service quality. Especially for the service industry, customers will feel satisfied if they get good service or service that is in accordance with what is expected. Then Zeithmal and Bitner (2013) stated that customer satisfaction is influenced by factors, one of which is the quality of service, namely consumers will feel satisfied if they get good service or as expected. According to Swasta and Irawan (2013), there are five main dimensions of customer satisfaction, one of which is the quality of service, which is very dependent on three things, namely systems, technology and humans. Customer satisfaction with service quality is usually difficult to imitate because the formation of attitudes and behaviors that are in line with the company's wishes is not an easy job.

The Influence of Competence on Employee Performance

The influence of competency variables on employee performance is positive. This means that increasing competency will be followed by improving employee performance assuming that other factors that influence the size of competency are considered constant. This study shows that there is a positive influence of competency on employee performance. This can be seen from the results of the direct influence path analysis, the results obtained show that competency has a positive effect on employee performance. Thus, it shows that at the Health Center in Ternate City there is a significant positive influence between competency and employee performance.

The results of this study are consistent with Lasmahadi's statement in Prayitno and Suprpto (2002), saying that competency is defined as a personal aspect of an employee that allows him to achieve superior performance. Personal aspects include nature, motives, value systems, attitudes, knowledge, and skills. Competencies will direct behavior, while behavior will produce performance. Then according to Spencer and Spencer in Uno (2013), competency is a characteristic that stands out for a person and becomes a way of behaving and thinking in all situations, and lasts for a long period of time. From this opinion, it can be understood that competence refers to a person's performance in a job that can be seen from thoughts, attitudes, and behavior. Furthermore, from Michael Zwell's statement (in Wibowo, 2012), that one of the competency categories is task achievement, which is a competency category related to good performance.

The results of this study also support the results of previous research from Nita Indrawati (2017), the conclusion obtained is that competence has a significant influence on employee performance. Furthermore, research conducted by Zulfikar (2016), the conclusion obtained is that competence has a significant positive effect on employee performance. Then research conducted by Oktarina (2021), the conclusion obtained is that competence has a significant positive effect on nurse performance. However, it is different from research by Atika Fitry Kharisma (2020), concluding that competence has a negative and insignificant effect on employee performance.

The Influence of Patient Satisfaction on Employee Performance

The influence of patient satisfaction variables on employee performance is positive. This means that an increase in patient satisfaction will be followed by an improvement in employee performance assuming that other factors that influence the magnitude of patient satisfaction are considered constant. This study shows that there is a positive influence of patient satisfaction on employee performance. This can be seen from the results of the direct influence path analysis, the results obtained are that patient satisfaction has a positive effect on employee performance. Thus, it shows that at the Health Center in Ternate City there is a significant positive influence between patient satisfaction and employee performance.

The results of this study are in line with the statement of Kartajaya (2007) who argues that customer loyalty will only be created if employees have high enthusiasm in serving. Employee performance in providing services will reflect the image of the agency and determine whether the agency is able to provide satisfaction to its consumers.

The results of this study also support the results of previous research from Surya Akbar (2021), the conclusion obtained is that customer satisfaction has a significant influence on

employee performance. Customer satisfaction is a person's feeling after comparing the performance (or results) that he perceives with his expectations and desires. Customer satisfaction can be concluded through confirmation of expectations, namely the conformity/disconformity between customer expectations and the performance of the organization's or agency's resources on a number of important attributes or dimensions.

The Influence of Service Quality on Employee Performance

The influence of service quality variables on employee performance is positive. This means that increasing service quality will be followed by improving employee performance with the assumption that other factors that influence the size of service quality are considered constant. This study shows that there is a positive influence of service quality on employee performance. This can be seen from the results of the direct influence path analysis, the results obtained show that service quality has a positive effect on employee performance. Thus, it shows that at the Health Center in Ternate City there is a significant positive influence between service quality and employee performance.

The results of this study are in accordance with the statement of Tjandra et al. (2005), sincerity and integrity in providing excellent service, including: (1) polite and friendly from employees to consumers who contact them; (2) consumers are a priority or top order and credibility in serving consumers; (3) service facilities that can give a good impression of the service; (4) capable of presenting services. Furthermore, Mangkunegara (2011) stated that almost all performance assessment methods consider several things, including worker quality. Measuring output quality reflects measuring the level of satisfaction, namely how well it is completed. This is related to the quality produced.

The results of this study also support the results of previous research from Hendra Had-iwijaya (2018), the conclusion obtained is that service quality has a positive and significant effect on nurse performance. Furthermore, research conducted by Ovelia Lengkong, Vicktor P. K. Lengkong & Merinda H. C. Pandowo (2021), the conclusion obtained is that service quality affects employee performance. Then research conducted by Nova Hari Santhi & Widya Hartati (2018), the conclusion obtained is that there is a positive and significant effect between service quality and employee performance. Performance means a work result that can be achieved by a person or group of people in an organization according to their respective authorities and responsibilities. in order to achieve organizational goals legally, not violating the law and in accordance with morals and ethics, performance is basically what employees do or do not do so that it affects how much they contribute to the agency or organization including the quality of service presented.

The Influence of Competence on Employee Performance through Service Quality

This study shows that there is a positive influence of competence on employee performance through service quality. This can be seen from the results of the indirect influence path analysis of competence through service quality having a significant influence on employee performance, thus service quality can influence competence on employee performance. Thus, it shows that at the Health Center in Ternate City there is a significant positive influence between competence and employee performance through service quality.

Employee competence has a very large impact on their performance in providing good service quality. When employees have strong competence in carrying out their duties, such as in-depth knowledge, necessary technical skills, and good interpersonal skills, they tend to be able to provide more effective and satisfying service to customers. This high service quality directly affects customer perceptions of the company or organization, which in turn will affect the company's image and reputation and increase overall customer satisfaction. Therefore, investment in employee competence development is crucial for the success of the organization in achieving its business goals.

Lasmahadi in Prayitno and Suprpto (2002), said that competence is defined as a personal aspect of an employee that allows him to achieve superior performance. Furthermore, according to Parasuraman, Zeithami and Berry (in Tjiptono, 2010), there are several main factors that determine the quality of service, one of which is competence, meaning that everyone in a company has the skills and knowledge needed to be able to provide certain services.

The Influence of Patient Satisfaction on Employee Performance through Service Quality

This study shows that there is a positive influence of patient satisfaction on employee performance through service quality. This can be seen from the results of the indirect influence path analysis of patient satisfaction through service quality having a significant influence on employee performance, thus service quality can influence patient satisfaction on employee performance. Thus, it shows that in the Health Center in Ternate City there is a significant positive influence between patient satisfaction on employee performance through service quality.

Patient satisfaction has a significant impact on employee performance through the quality of service provided. When patients are satisfied with the service experience they receive, such as speed of service, friendliness, clarity of information, and satisfactory treatment results, this encourages employee motivation to continue to improve their performance. Patient satisfaction can also arouse employees' sense of involvement and responsibility for their work, inspiring them to give their best in every interaction with patients. Conversely, patient dissatisfaction can be a warning signal for organizations to evaluate and improve service quality, as well as

improve employee performance to achieve higher levels of satisfaction. Thus, the relationship between patient satisfaction and employee performance through service quality is very interrelated and important for the success of health institutions in providing quality care.

Kartajaya (2007) argues that customer loyalty will only be created if employees have high enthusiasm in serving. Employee performance in providing services will reflect the image of the agency and determine whether the agency is able to provide satisfaction to its consumers. Hasibuan (2011) defines service as: The activity of providing services from one party to another, where good service is service that is carried out in a friendly manner and with good ethics so as to meet the needs and satisfaction of those who receive it.

5. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of the research and discussion in the previous chapter related to the influence of competence and patient satisfaction on employee performance through service quality, the following conclusions can be drawn:

1. Competence affects the quality of service at the Health Center in Ternate City. Thus, it can be concluded that competence will affect the quality of service.
2. Patient satisfaction affects the quality of service at the Health Center in Ternate City. Thus, it can be concluded that patient satisfaction will affect the quality of service.
3. Competence affects employee performance at the Health Center in Ternate City. Thus, it can be concluded that competence will affect employee performance.
4. Patient satisfaction affects employee performance at the Health Center in Ternate City. Thus, it can be concluded that patient satisfaction will affect employee performance.
5. Service quality affects employee performance at the Health Center in Ternate City. Thus, it can be concluded that service quality will affect employee performance.
6. Competence affects employee performance through service quality at the Health Center in Ternate City. Thus, it can be concluded that competence will affect employee performance through service quality.
7. Patient satisfaction affects employee performance through service quality at the Community Health Center in Ternate City. Thus, it can be concluded that patient satisfaction will affect employee performance through service quality.

Suggestion

Based on the discussion that has been presented in the previous chapter, suggestions can be put forward in detail, both for the development of knowledge and for practical purposes. The suggestions for this study are explained as follows:

1. The results of the study indicate that the variables of competence and patient satisfaction have a direct and indirect influence in improving the quality of service and employee performance, so that the existence of the variables of competence and patient satisfaction needs to be maintained, especially in improving the quality of service and employee performance.
2. Competence and patient satisfaction can be a reference for leaders at the Health Center in Ternate City in making organizational policies related to improving the quality of service and improving employee performance.
3. This study takes the object of research, namely the Health Center in Ternate City. Thus, the conclusions obtained in this study certainly do not allow for conclusions that apply generally if applied to other objects outside the object of this study.

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