

**THE INFLUENCE OF WORK MOTIVATION AND EMPLOYEE
COMPETENCE ON CUSTOMER SATISFACTION AT THE WANASARI
COMMUNITY HEALTH CENTER REGIONAL TECHNICAL
IMPLEMENTATION UNIT (UPTD)**

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ABSTRACT

This study aims to analyze the influence of work motivation and employee competence on customer satisfaction at the Wanasari Community Health Center (Puskesmas) Regional Technical Implementation Unit (UPTD). The research is grounded in the importance of motivation and competence for customer satisfaction at this facility. A quantitative approach was employed, combining descriptive and verificative methods. Data were collected through questionnaires administered to 52 customers of the Wanasari Puskesmas UPTD and analyzed using multiple linear regression. The results indicate that both motivation and competence have a positive and significant effect on customer satisfaction, both partially and simultaneously. The study concludes that motivation and competence are essential for optimizing customer satisfaction at the Wanasari Puskesmas UPTD.

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INTRODUCTION

The Regional Technical Implementation Unit (UPTD) of the Community Health Center (Puskesmas) is an important component of the public health service system under the auspices of the local health office. As the front line of basic health services for the community, the performance of UPTD Puskesmas staff largely determines the quality of care received by the public. The effectiveness and efficiency of staff performance are therefore critical issues that warrant in-depth analysis. Health is one of the fundamental dimensions of sustainable human development. Without good health, people struggle to engage optimally in social, economic, and educational activities. The health sector thus plays a strategic role in improving quality of life and national productivity. In Indonesia, health challenges remain complex. According to Ministry of Health data, issues such as high stunting rates and limited public awareness of clean and healthy living behaviors (PHBS) persist.

Performance issues in UPTD Puskesmas settings are often linked to multiple factors, including incentive systems, organizational culture, and human resource management. In practice, cases still arise in which staff show low productivity, delayed service, limited initiative, and weak team coordination. These conditions directly affect the quality of health services, community satisfaction, and the image of government institutions more broadly. Health services are a vital aspect of national development, particularly in achieving the highest possible level of public health. As the front line of basic health services at the subdistrict level, the Wanasari Puskesmas UPTD plays a strategic role in delivering promotive, preventive, curative, rehabilitative, and palliative care to the population within its jurisdiction.

Nevertheless, the quality of care depends heavily on human resource performance, in this case, Puskesmas staff. Staff performance, in turn, is influenced by work motivation. Motivation is an internal factor that shapes the extent to which employees can carry out their duties and responsibilities optimally, with dedication and professionalism. In an era of health system transformation and rising public expectations for quality public services, motivated employees are urgently needed. Phenomena such as service delays, low patient satisfaction, and limited initiative in health programmes are often closely linked to low work motivation. It is therefore important to identify and understand the factors that influence work motivation among staff at the Wanasari Puskesmas UPTD.

Employee competence encompasses the combination of knowledge, skills, attitudes, and work behaviors required to perform tasks effectively and efficiently. In practice, health service challenges continue to evolve, including increased workload, regulatory change, shifting community needs, and the integration of information technology into service delivery. To meet these challenges, UPTD Puskesmas staff must possess adaptive, innovative, and quality-oriented competencies. Nevertheless, gaps often remain between employee competencies and service demands, for example, limited understanding of standard operating procedures (SOPs), weak communication skills with patients, and insufficient ability to use health information technology. These gaps can directly affect service quality and satisfaction among service users. Customer satisfaction is an important benchmark for evaluating the success of public services, including health care at Puskesmas facilities. Satisfied customers tend to place greater trust in health institutions, cooperate in treatment and disease prevention, and help spread a positive image of the Puskesmas within the community.

In practice, complaints from the public regarding Puskesmas services still arise, including long waiting times, drug shortages, limited friendliness among health workers, and inadequate facilities and infrastructure. These phenomena suggest that customer satisfaction has not yet been fully achieved and that comprehensive evaluation of service quality is needed. Measuring customer satisfaction at the Wanasari Puskesmas UPTD serves to capture community perceptions of the services received and to inform continuous improvement of service quality. Through this approach, a responsive, transparent, and accountable health service system aligned with public service standards can be fostered. Based on the above, the researcher proposes to examine the influence of work motivation and employee competence on customer satisfaction at the Wanasari Puskesmas UPTD, under the title “The Influence of Work Motivation and Employee Competence on Customer Satisfaction at the Wanasari Community Health Center Regional Technical Implementation Unit (UPTD).”

RESEARCH METHODOLOGY

This study employs a quantitative design with descriptive and verificative approaches. According to Solimun, Armanu, and Fernandes (2018) in Santoso and Madiistriyatno (2021:4), the quantitative method encompasses the procedures for data collection, data analysis, and interpretation of results to inform conclusions and decision-making. According to Sugiono (2016:78), a population is the generalization domain consisting of objects or subjects that possess certain qualities and characteristics defined by the researcher for study, from which conclusions are then drawn. The population in this study comprises all customers of the Wanasari Puskesmas UPTD, numbering 52 individuals. A sample is a subset of the population that reflects its size and characteristics. When the population is large and the researcher cannot study every unit, for example due to limitations of funds, manpower, or time, a sample may be drawn from the population (Sugiyono, 2013:149). In this study, the entire population was taken as the sample using saturated (census) sampling, yielding 52 respondents. Data were collected through field study and questionnaire administration. Data were analyzed using the Statistical Package for the Social Sciences (SPSS) for Windows Release 25. Data quality was assessed through validity and reliability tests. Analytical techniques include multiple linear regression, multiple correlation analysis, and the coefficient of determination.

RESEARCH RESULTS AND DISCUSSION

Validity Test for Motivation

The validity test shows that all indicators of the motivation variable have significance values < 0.05 based on the total Pearson correlation column; therefore, all 15 question items are declared valid.

Validity Test for Competence

The validity test shows that the two-tailed significance between each item and the total for all eight items in the competence instrument is below 0.05; therefore, all eight items are declared valid.

Validity Test for Customer Satisfaction

The validity test shows that all indicators of the customer satisfaction variable have significance values < 0.05 based on the total Pearson correlation column; therefore, all nine question items are declared valid.

Reliability Test for Motivation

The reliability test for motivation shows that 15 items have a Cronbach's alpha of 0.966, which is greater than 0.60; the instrument is therefore declared reliable.

Reliability Test for Competence

The reliability test for competence shows that eight items have a Cronbach’s alpha of 0.979, which is greater than 0.60; the instrument is therefore declared reliable.

Reliability Test for Customer Satisfaction

The reliability test for customer satisfaction shows that nine items have a Cronbach’s alpha of 0.939, which is greater than 0.60; the instrument is therefore declared reliable.

Table 1 Results of Multiple Linear Regression Analysis: Motivation (X1) and Competence (X2) on Customer Satisfaction (Y) (Simultaneous)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.261	.200		1.307	.197
	Motivation	.081	.015	.141	5.339	.000
	Competence	.323	.010	.860	32.538	.000

a. Dependent Variable: Customer Satisfaction

Regression equation: $y = a + bx_1 + cx_2$

Where:

y = customer satisfaction (dependent variable)

a = constant

b = regression coefficient for x_1

x_1 = motivation variable

c = regression coefficient for x_2

x_2 = competence variable

Estimated equation: $y = 0.261 + 0.081x_1 + 0.323x_2$. Thus, when motivation increases or decreases by 1 unit together with a 1-unit increase or decrease in competence, customer satisfaction changes by $0.261 + 0.081 + 0.323 = 0.665$.

Table 2 Coefficient of Determination: Motivation and Competence on Customer Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.999 ^a	.999	.999	.174
a. Predictors: (Constant), Competence, Motivation				

Magnitude of effect = coefficient of determination: $R^2 \times 100\% = 0.999 \times 100\% = 99.9\%$. Thus, motivation and competence together explain 99.9% of the variance in customer satisfaction.

Table 3 F-Test Results (ANOVA)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1148.742	2	574.371	18.697	.000 ^b
	Residual	1.489	49	.030		
	Total	1150.231	51			
a. Dependent Variable: Customer Satisfaction						
b. Predictors: (Constant), Competence, Motivation						

The table shows a significance value of 0.000, which is less than the alpha level of 0.05 (5%). Statistically, the hypothesis that motivation and competence jointly affect customer satisfaction is accepted; that is, motivation and competence have a significant joint effect on customer satisfaction, with $R^2 = 99.9\%$.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Based on the research conducted to examine the influence of motivation and competence on customer satisfaction at the Wanasari Puskesmas UPTD, the following conclusions are drawn:

1. Motivation has a significant effect on customer satisfaction at the Wanasari Puskesmas UPTD, with $R^2 = 0.971$, indicating that approximately 97.1% of the variance in customer satisfaction is explained by motivation, while the remaining 2.9% is attributable to other factors outside the motivation variable. This aligns with Ani Kuspini (2021), who reports similar findings that work ability (competence) and work motivation significantly affect the quality of health services.
2. Competence has a significant effect on customer satisfaction at the Wanasari Puskesmas UPTD; approximately 99.8% of the variance in customer satisfaction is explained by competence, while the remaining 0.2% is attributable to other factors outside the

competence variable. This is consistent with Fauziah and Jihan (2025), who find that competence and work motivation significantly affect employee job satisfaction.

3. Motivation and competence jointly have a significant effect on customer satisfaction at the Wanasari Puskesmas UPTD; approximately 99.9% of the variance in customer satisfaction is explained by motivation and competence simultaneously, while the remaining 0.1% is attributable to other factors outside these two variables. The results confirm a simultaneous and significant effect of motivation and competence on customer satisfaction at the Wanasari Puskesmas UPTD, consistent with Presilawati and Shalhah (2023), who report that competence, work motivation, and job satisfaction jointly have a significant effect on employee performance.

Recommendations

Based on the conclusions above, the following recommendations are offered:

1. The Wanasari Puskesmas UPTD should continue to ensure that all health personnel comply with patient safety standards, including proper use of personal protective equipment (PPE), correct patient identification, and application of SOPs in every medical procedure. Regular training and routine evaluation should be conducted to maintain service quality and minimize the risk of error.
2. Staff are encouraged to strengthen interpersonal communication with patients, including clear, understandable, and evidence-based explanations. Training in effective communication and continuous clinical education will help staff provide appropriate solutions and strengthen patient trust.
3. The Wanasari Puskesmas UPTD can improve service quality by addressing waiting times, staff courtesy, and clarity of service flows. Regular patient satisfaction surveys are important to capture community expectations and support continuous service improvement.

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