



## Regular article

## Analysis of Skill Upgrade, Social Support and Job Characteristics on Employee Performance with Job Satisfaction as A Moderation Variable in Hamparan Perak Health Center

*Analisis Peningkatan Keterampilan, Dukungan Sosial dan Karakteristik Pekerjaan terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Moderasi di Puskesmas Hamparan Perak*

Rini Mutia Pradifta <sup>a,\*</sup>, Yeni Absah <sup>b</sup>, Beby Karina Fawzee <sup>c</sup>

<sup>a</sup> Master of Management Science, Faculty of Economics and Business, University of North Sumatera, Indonesia

<sup>b</sup> Faculty of Economics and Business University of North Sumatera, Indonesia

<sup>c</sup> Faculty of Economics and Business University of North Sumatera, Indonesia

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## ABSTRACT

This study analyzes the influence of Skill Upgrade, Social Support, and Job Characteristics on employee performance, with job satisfaction as a moderating variable at Puskesmas Hamparan Perak. Using a quantitative approach, the study involved 100 civil servant samples. Data were collected through questionnaires and analyzed using Structural Equation Modeling (SEM) with Partial Least Square (PLS). The results indicate that Skill Upgrade, Social Support, and Job Characteristics have a positive and significant effect on job satisfaction and employee performance. Job satisfaction mediates the influence of Skill Upgrade, Social Support, and Job Characteristics. This study provides recommendations to enhance employee performance through Skill Upgrade, Social Support, and Job Characteristics.

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\* Corresponding author.

Email address: [rinimuti0207@gmail.com](mailto:rinimuti0207@gmail.com) (R. M. Pradita)

**Introduction**

In facing competition in the global era, organizations or companies are required to work more effectively and efficiently. Increasingly intense competition demands that organizations or companies enhance their competitiveness to ensure business sustainability. A company is an organization that brings together individuals, commonly referred to as employees, to carry out business activities and generate profits and value to achieve the company's goals. Government organizations also

have objectives, which include carrying out duties and functions in providing public services, improving community welfare, and enhancing the organization and employees within the government institution (Mamesah, 2022). As the primary healthcare service provider closest to the community, puskesmas must continuously enhance its capacity to deliver quality services. However, previous studies have revealed that puskesmas services still fall short of public expectations. Various service-related issues persist, such as long waiting times caused

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by medical personnel's lack of discipline (Khesia, 2018) and the inadequate quality of healthcare services received by the community (Irmawati et al., 2019). The challenges faced by puskesmas in delivering public services are closely linked to the performance of their human resources. This phenomenon is illustrated in Table 1 below.

Table 1. Results of Performance Assessment of Hamparan Perak Community Health Center Employees

No.	The element being assessed	2022		2023	
		(%)	Description	(%)	Description
1	Service orientation	85	Good	80	Good
2	Integrity	80	Good	78	Good
3	Commitment	82	Good	79	Good
4	Discipline	80	Good	74	Enough
5	Cooperation	80	Good	79	Good
<b>Amount</b>		<b>407</b>		<b>390</b>	
<b>Average</b>		<b>81.4</b>		<b>78.0</b>	

Based on Table 1, it can be observed that some employees exhibit a lack of discipline at work, such as leaving before the official working hours end because they consider their tasks completed and being slow in preparing work reports. These unmotivated and undisciplined employees contribute to employee dissatisfaction, decreased job performance, and low organizational productivity. This indicates that some employees lack responsibility for their work, have low job resilience, and engage in actions that are not aligned with organizational goals. Additionally, employees may experience boredom due to repetitive tasks.

This study aims to (1) identify and analyze the influence of Skill Upgrade on Employee Performance at health center Hamparan Perak, (2) the influence of Skill Upgrade on Job Satisfaction at health center Hamparan Perak, (3) the influence of Skill Upgrade on Employee Performance through Job Satisfaction at health center Hamparan Perak, (4) the influence of Social Support on Employee Performance at health center Hamparan Perak, (5) the influence of Social Support on Job Satisfaction at health center Hamparan Perak, (6) the influence of Social Support on Employee Performance through Job Satisfaction at health center Hamparan Perak, (7) the influence of Job Characteristics on Employee Performance at health center Hamparan Perak, (8) the influence of Job Characteristics on Job Satisfaction at health center Hamparan Perak, (9) the influence of Job Characteristics on Employee Performance through Job Satisfaction at health center Hamparan Perak, and (10) the influence of Job Satisfaction on Employee Performance at health center Hamparan Perak.

## Literature Review

### Employee Performance

Performance originates from the term job performance or actual performance (work achievement or the actual achievement attained by an individual). According to Edison (2016), performance is the result of a process that is referred to and measured over a specific period based on predetermined terms or agreements. Meanwhile, Sukmawati, Sundari, & Pakpahan (2024) define performance as an individual's ability, both in quality and quantity, to carry out their tasks by the responsibilities assigned to them.

### Skill Upgrade

According to Bambang Mongilala & Tewal (2023), work skills refer to proficiency or expertise in performing tasks, which can only be acquired through practice, either through practical training or experience. Pitriyani & Halim (2020) define work skills as the ability to carry out tasks based on guidelines, technical instructions, or directives from superiors. High levels of skills and abilities are considered to support the improvement of employee performance and contribute to shaping the future of the company. Based on these studies, the following hypotheses are proposed: Hypothesis 1: Skill Upgrade has a positive and significant effect on employee performance at the Hamparan Perak Community Health Center. Hypothesis 2: Skill Upgrade has a positive and significant effect on Job Satisfaction at the Hamparan Perak Community Health Center. 3: Skill Upgrade has a positive and significant effect on employee performance through job satisfaction at the Hamparan Perak Community Health Center.

### Social Support

According to Heriyani & Widiastuti (2022), social support is the degree of support provided to an individual, especially when needed, by people who have a close emotional relationship with them. Based on these studies, the following hypotheses are proposed: Hypothesis 4: Social Support has a positive and significant effect on employee performance at the Hamparan Perak Community Health Center. Hypothesis 5: Social Support has a positive and significant effect on Job Satisfaction at the Hamparan Perak Community Health Center. Hypothesis 6: Social Support has a positive and significant effect on Employee Performance through Job Satisfaction at the Hamparan Perak Community Health Center.

### Job Characteristic

According to Purwanto & Soliha (2017), Job Characteristics refer to the effort to identify the task characteristics of a job, how these characteristics are combined to form different jobs, and their relationship with employee motivation, job satisfaction, and performance. Meanwhile, according to Montori, Adolfini, & Dotulong (2019), job enrichment programs aim to design jobs in a way that helps jobholders

fulfill their needs for growth, recognition, and responsibility. Job enrichment adds sources of satisfaction to the job, and this method enhances responsibility, autonomy, and work through vertical job loading. Based on these studies, the following hypotheses are proposed: Hypothesis 7: Job Characteristics have a positive and significant effect on employee performance at the Hamparan Perak Community Health Center. Hypothesis 8: Job Characteristics has a positive and significant effect on Job Satisfaction at the Hamparan Perak Community Health Center. Hypothesis 9: Job Characteristics have a positive and significant effect on employee performance through Job Satisfaction at the Hamparan Perak Community Health Center.

*Job satisfaction*

According to Kaswan (2017), job satisfaction is an evaluation of the difference between what employees expect from their job and what the organization provides in return. Meanwhile, Indrasari (2019) states that job satisfaction is a crucial issue that must be considered about work productivity. Based on these findings, the researcher proposes the following hypothesis: Hypothesis 10: Job satisfaction has a positive and significant effect on employee performance at the Hamparan Perak Community Health Center.

Based on the literature review and previous research, a conceptual framework can be developed. Sugiyono (2016) defines a conceptual framework as a representation of research variables and how theory is connected to the variables studied, especially independent and dependent variables. The conceptual relationship between these variables will be described as follows:

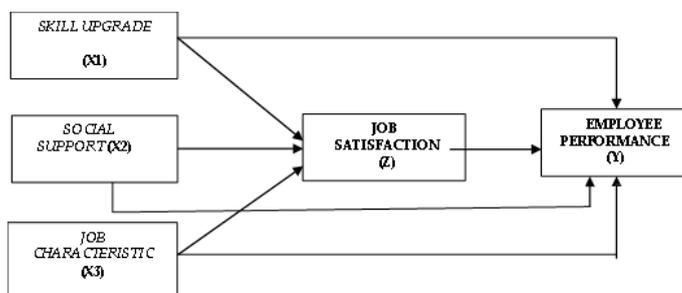


Figure 1 Conceptual Framework

**Methodology**

*Research Population and Sample*

The population and sample in this study were civil servants (PNS) at the Hamparan Perak Community Health Center with a total of 100 respondents. This research data uses a saturated sample or census. Census is a sampling technique when all members of the population are used as samples. This is often done when the population is relatively small, less than 100 people. Another term for saturated sample is census

(Sugiyono, 2019).

*Data analysis*

The data analysis used was SEM-PLS Version 4.1, by carrying out Validity Tests and Reliability Tests. The Outer Model will be tested through Convergent Validity, Discriminant Validity, and Composite Reliability. The Inner Model will be tested through Composite Reliability and Cronbach Alpha, through bootstrapping.

**Research Result**

*Descriptive Analysis Results*

According to Bahri (2018), descriptive statistics aim to explain or describe various data characteristics, such as mean, variance, mode, median, and frequency distribution. The presented data includes measures such as average values, standard deviation, mode, median, maximum and minimum values, tabulation, and others to observe differences based on existing categories. These data are presented as they are, without conducting in-depth analysis.

Table 2. Mean Range Score

Interval Mean	Category
1,00 – 1,79	Very Low
1,80 – 2,59	Low
2,60 – 3,39	Currently
3,40 – 4,19	High
4,20 – 5,00	Very High

Sources: Bahri (2018)

Based on the respondents' answers, it describes how the respondents' answers are distributed to the questions asked in the questionnaire. Below you can see the distribution of respondents' answers regarding the variables Skill Upgrade (X1), Social Support (X2), Job Characteristic (X3), Job Satisfaction (Z), and Employee Performance (Y). The frequency of respondents' answers can be seen in the following table:

Table 3. Descriptive Analysis

No	Variabel	Mean	Category
1	Skill Upgrade	2,69	Currently
2	Social Support	2,76	Currently
3	Job Characteristic	2,78	Currently
4	Job Satisfaction	3,17	Currently
5	Employee Performance	3,10	Currently

The overall average value of the skill upgrade variable is 2.69 in the "currently" category. The overall average value of the social support variable is 2.76 in the "currently " category. The overall average value of

the job characteristic variable is 2.78 in the "currently " category. The overall average value of the job satisfaction variable is 3.17 in the "currently " category. The overall average value of the employee performance variable is 3.77 in the "currently" category.

#### Hypothesis Test Results

Path models are diagrams used to visually display the hypotheses and relationships of variables examined when SEM is applied (Hair et al., 2021). Testing all hypotheses uses the Partial Least Square (PLS) method with direct and indirect effects, which can be seen in the table :

Table 4. Hypothesis Test

Hypothesis	Original sample (O)	T statistics (O/STDEV)	P values	Hypothesis categories
X1 -> Y	0.231	2.224	0.003	Accepted
X1 -> Z	0.230	4.975	0.000	Accepted
X2 -> Y	0.139	3.185	0.002	Accepted
X2 -> Z	0.272	2.599	0.000	Accepted
X3 -> Y	0.216	2.882	0.000	Accepted
X3 -> Z	0.178	2.925	0.000	Accepted
Z -> Y	0.327	2.911	0.000	Accepted
X1 -> Z -> Y	0.049	2.754	0.000	Accepted
X2 -> Z -> Y	0.075	2.829	0.000	Accepted
X3 -> Z -> Y	0.023	3.114	0.000	Accepted

Source: Output SmartPLS

## Discussion

### *Improving Skills Has a Positive and Significant Influence on Job Satisfaction at the Hamparan Perak Community Health Center*

The research results show that Skill Upgrade has a positive and significant effect on Employee Job Satisfaction at Puskesmas Hamparan Perak, with a path coefficient value of 0.230 and a p-value of 0.000 (< 0.05). Although the effect is relatively small, these results indicate a meaningful relationship between the two variables.

This is in line with the findings of Ratnasari and Hartati (2019), which revealed that skills should be a primary focus in selection qualifications. This factor determines whether a person is capable of completing a job. Such limitations may hinder employees from fully exploiting their skills.

### *Social Support has a Positive and Significant Influence on Job Satisfaction at the Hamparan Perak Community Health Center*

The research results show that Social Support has a positive and significant effect on Job Satisfaction at Puskesmas Hamparan Perak. This is evidenced by a path coefficient value of 0.230 and a p-value of 0.000 (< 0.05). These findings indicate that the higher the social support received by employees, the higher their level of work motivation.

This is in line with the study by Lambert et al. (2016), which states that to improve or achieve good performance, every employee needs social support, especially support from their surrounding environment, including support from colleagues.

### *Job Characteristics Have a Positive and Significant Influence on Job Satisfaction at the Hamparan Perak Community Health Center*

The research results show that Job Characteristics have a positive and significant effect on Job Satisfaction at Puskesmas Hamparan Perak, with a path coefficient of 0.151 and a p-value of 0.000. The positive and significant effect of Job Characteristics on Job Satisfaction can be explained through several driving factors.

These findings are supported by several studies. Singh (2016) found that employees who work in fields that align with their educational qualifications show a significant increase in their job satisfaction levels. Sedarmayanti (2017) emphasized the importance of preparing employees for future positions within an organization, as this enables them to work optimally and develop their careers.

### *Skill Upgrades Have a Positive and Significant Influence on the Performance of Hamparan Perak Community Health Center employees*

The research results show that Skill Upgrade has a positive and significant effect on employee performance at Puskesmas Hamparan Perak, with a path coefficient of 0.231 and a p-value of 0.00. Ratnasari and Hartati (2019) emphasize that these skills include technical, analytical, decision-making, and computer skills and the ability to build good relationships.

### *Social Support has a Positive and Significant Influence on the Performance of Employees at the Hamparan Perak Community Health Center*

The research results show that Social Support has a positive and significant effect on Employee Performance at Puskesmas Hamparan Perak, with a path coefficient of 0.139 and a p-value of 0.002. These findings are supported by several studies. Jong (2018) stated that social support helps create better working conditions for employees. Cyranowski et al. (2014) explained that support refers to the perceived availability of assistance when needed.

### *Job Characteristics Have a Positive and Significant Influence on Employee Performance at the Hamparan Perak Community Health Center*

The research results show that Job Characteristics have a positive and significant effect on Employee Performance at Puskesmas Hamparan Perak, with a path coefficient of 0.216 and a p-value of 0.000. These findings are supported by recent studies. Sjaifitri and Nurlina (2019) found that when Job Characteristics align with the employee's role, it can enhance performance; conversely, a mismatch in Job Characteristics can lead to a decline in employee performance.

### *Job satisfaction has a positive and significant influence on employee performance at the Hamparan Perak Community Health Center*

The research results show that Job Satisfaction has a positive and significant effect on Employee Performance at Puskesmas Hamparan Perak, with a path coefficient of 0.327 and a p-value of 0.000. These findings are supported by several studies. Arda (2017) found that job satisfaction has a positive but insignificant effect on employee performance. Job satisfaction in a company depends on the compensation provided, the type and conditions of the work performed, colleagues and the work environment, as well as the leadership's attitude in the workplace, as stated by Robbins and Judge in Hasibuan (2018).

*The Role of Partial Mediation Job Satisfaction in the Effect of Skill Upgrades on Employee Performance at the Hamparan Perak Community Health Center*

The research results show that Job Satisfaction significantly mediates the effect of Skill Upgrade on Employee Performance at Puskesmas Hamparan Perak. This is evidenced by a path coefficient value of 0.049 and a p-value of 0.000 ( $> 0.05$ ) for the indirect effect of Skill Upgrade on Employee Performance through Job Satisfaction. These findings are consistent with the initial hypothesis and existing theories.

These findings align with the study by Ramadhan (2021), which revealed that job satisfaction can mediate the effect of Skill Upgrade on employee performance. Similarly, the study by Rakata et al. (2022) stated that each employee's measure of success depends on the specific function of their job, reflected in their activities over a certain period. In other words, the measure of performance success is based on employee satisfaction.

*The Role of Partial Mediation Job Satisfaction in the Influence of Social Support on Employee Performance at the Hamparan Perak Community Health Center*

The research results show that Social Support has a positive and significant effect on Employee Performance at Puskesmas Hamparan Perak through Job Satisfaction, with a path coefficient of 0.075 and a p-value of 0.000. The mediating role of Job Satisfaction in this relationship is partial, meaning that part of the effect of Social Support on Employee Performance occurs through increased Job Satisfaction, while the direct effect remains significant.

These findings are consistent with the recent study by Afriani et al. (2024), which revealed that social support not only enhances operational efficiency but also fosters a culture of mutual support, improving workplace interactions. Similarly, the study by Riantoko et al. (2017) at Puskesmas Hamparan Perak found that successful social support initiatives are often adopted by other employees and applied in their respective work areas.

*The Role of Partial Mediation Job Satisfaction in the Influence of Job Characteristics on Employee Performance at the Hamparan Perak Community Health Center*

The research results show that Job Characteristics have a positive and significant effect on Employee Performance at Puskesmas Hamparan Perak through Job Satisfaction, with a path coefficient of 0.023 and a p-value of 0.000.

The mediating role of Job Satisfaction in this relationship is partial, meaning that part of the effect of Job Characteristics on Employee Performance occurs through increased Job Satisfaction, while the direct effect remains significant.

## Conclusions

Based on the results of this research, the following conclusions can be outlined:

1. Skill Upgrade has a positive and significant effect on Employee Performance at Puskesmas Hamparan Perak.
2. Skill Upgrade has a positive and significant effect on Job Satisfaction at Puskesmas Hamparan Perak.
3. Skill Upgrade has a positive and significant effect on Employee Performance through Job Satisfaction at Puskesmas Hamparan Perak.
4. Social Support has a positive and significant effect on Employee Performance.
5. Social Support has a positive and significant effect on Job Satisfaction at Puskesmas Hamparan Perak.
6. Social Support has a positive and significant effect on Employee Performance through Job Satisfaction at Puskesmas Hamparan Perak.
7. Job Characteristics have a positive and significant effect on Employee Performance at Puskesmas Hamparan Perak.
8. Job Characteristics have a positive and significant effect on Job Satisfaction at Puskesmas Hamparan Perak.
9. Job Characteristics have a positive and significant effect on Employee Performance through Job Satisfaction at Puskesmas Hamparan Perak.
10. Job Satisfaction has a positive and significant effect on Employee Performance at Puskesmas Hamparan Perak.

For future researchers, for further research development, it is hoped that this research can be refined by adding other factors that have not been tested in this research, such as government, academics, and the business community in facilitating civil servants in working to provide good health services to the community.

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