

THE ROLE OF JOB SATISFACTION IN MEDIATION THE EFFECT OF WORK COMPETENCE AND FACILITIES ON EMPLOYEE PERFORMANCE (STUDY AT BALI SARASWATI SPA ACADEMY GIANYAR)

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ABSTRACT

Course institutions or training institutions have become the choice for many individuals and groups to improve skills and knowledge. There are high job market demands, making course institutions or training institutions a solution for individuals who want to improve their skills and knowledge without attending formal education at schools or colleges. Courses and training institutions that have graduated their students and are successful in the world of work, causing courses and training institutions to be increasingly looked at by the community as a business that promises a future so that course and training institutions are increasingly mushrooming in society, even though the quality of course institutions or training institutions is still questionable. This study aims to analyze the effect of competence and work facilities on job satisfaction and employee performance at Bali Saraswati Spa Academy. The number of samples involved in this study was 50 using the saturated sample method. Data collection was carried out using a questionnaire. Data analysis using SEM-PLS. The results showed that competence has a positive and significant effect on employee performance, work facilities have a positive and significant effect on employee performance, competency has a positive and significant effect on job satisfaction, work facilities have a positive and significant effect on job satisfaction, job satisfaction has a positive and significant effect on employee performance. , Job satisfaction can mediate the influence of competence on employee performance,

KEYWORDS: Competence, Work Facilities, Job Satisfaction, Performance.

1. INTRODUCTION

Performance is the result of work that is produced both in terms of quality and quantity of work and can be accounted for in accordance with its role in the organization or company, and is accompanied by abilities, skills and skills in completing work and within a certain period. Employees play a major role in running the company's wheel of life, if employees have high work productivity and motivation, the wheel speed will run fast, which will eventually result in good performance and achievement for the company Hasibuan (2018).

Starting from the phenomenon at the Bali Saraswati Spa Academy and there is still a research gap. Furthermore, based on the research gap, it was found that the main problem that will be used in this study is whether competence, work facilities and job satisfaction affect employee performance at Bali Saraswati Spa Academy.

This study uses several theories as a basis, namely the theory of Human Resource Management (Goal Setting Theory, Edwin Locke: 1978). This theory is based on evidence that assumes that goals (ideas of the future and desired states) play an important role in acting. These theories underlie the influence between competency and work facilities variables and job satisfaction on employee performance. The purpose of this study was to examine the influence of competency variables, work facilities on job satisfaction and employee performance.

According to Suharsaputra (2010) which explains that ability/competence factors can affect performance, with high abilities, employee performance will also be achieved. Conversely, if the ability of employees is low or not in accordance with their expertise, performance will not be achieved.

According to (Hasibuan, 2019; 46) states, competency is a basic characteristic of someone that allows them to issue superior performance in their work. Competence is also a deep and inherent part of personality with predictable behavior in various situations and work tasks. The results of previous research conducted by Afandi (2021) Hermawan (2019) Sulantara et al., (2020) Widiyanto (2019) Pramono and Prahiawan (2022) Esthi and Savhira (2019) Darma et al., (2018) revealed, competence has a positive and significant effect on employee performance. These results prove that if employee competence increases, it will have an impact on improving performance.

Apart from competency employees, to create good employee performance, the institution must provide adequate facilities in an effort to work to achieve the goals of the institution. As stated by Siagian (2017) work facilities are very important to support the smooth running of tasks carried out by employees. Work facility support in the form of good technology will be able to simplify and speed up work. Available work facilities should be accessible and properly utilized by employees in carrying out their work to get good performance. The link between work facilities and employee performance is shown in research conducted by Jufrizen (2021), Purnawijaya (2019), Nurhadian (2019), Prawira (2020), Oktavia (2021), stating that work facilities have a significant effect on employee performance

Employee job satisfaction is one of the main keys that influence the achievement of organizational goals at Bali Saraswati Spa Academy. The creation of job satisfaction among Bali Saraswati Spa Academy employees will affect employee performance, based on previous research by Rosmaini (2019), Nabawi, (2020), Wahyudi (2019), Syahputra, et al (2019) and Prasetyo et al., (2019) states that job satisfaction variable has a positive and significant influence on employee performance.

The design of this research is causal associative, Sugiyono (2017:36) the formulation of the associative problem is a research problem formulation that asks the relationship between two or more variables. The form of the relationship used is a causal relationship, namely a causal relationship in order to test the influence between variables. The variables in this study are competency (X1), work facilities (X2), job satisfaction (Y1), and employee performance (Y2). The data collection process in this study was carried out by observation and questionnaires. On each questionnaire page a score was given using a Likert Scale, namely from a scale of 1 to 5, namely: (5) strongly agree, (4) agree, (3) disagree, (2) disagree, and (1) strongly disagree Sugiyono, (2017:93). The analysis technique used is Smart PLS (Partial Least Square) analysis to test the effect of each variable which is then interpreted and concluded.

The entire research will produce a conclusion as an answer to the problems studied, where these conclusions will also be used as evaluation material in policy making. The concept of the thesis provides a new finding that can be used and contributes to new theories or the development of science in research. where these conclusions will also be used as evaluation material in policy making. The concept of the thesis provides a new finding that can be used and contributes to new theories or the development of science in research. where these conclusions will also be used as evaluation material in policy making. The concept of the thesis provides a new finding that can be used and contributes to new theories or the development of science in research.

Based on the explanation above, it is in accordance with the problems that occurred at Bali Saraswati Spa Academy which had an impact on decreasing employee performance resulting in a decrease in income by not achieving the targets that had been set. The author is interested in conducting research with the title: "The Influence of Competency and Work Facilities on Job Satisfaction and Employee Performance at Bali Saraswati Spa Academy".

2. LITERATURE REVIEW

A. Teory

To strengthen and support and obtain research results that are close to perfection, the authors of the research at Bali Saraswati Spa Academy used several grand theories as follows: Edwin Locke's theory (gold setting theory) and Hezberg's satisfaction theory (two factor theory). These theories form the basis of the competency research variables, work facilities, job satisfaction and employee performance. Furthermore, these theories can be explained as follows:

- 1) **Gold setting theory** (Locke, 1968) in (Aulia, 2020) through his publication entitled *Toward a Theory of Task Motivation and Incentives* suggests a goal setting theory with a cognitive approach. He explained that there is a relationship between goals and one's task performance. Goal setting has the idea that most human behavior is the result of goals that are consciously chosen by someone, Mitchell and Daniel (2003). Locke

(1980) states that individual goals (goals, intentions) will show their actions, meaning that strong or weak individual behavior or actions are caused by the goals to be achieved, in this case clear, understood and useful goals will make individuals tend to strive harder. In achieving a goal, compared to goals that are elusive and vague in nature. Goal setting theory affects performance through four mechanisms Locke et al., (1981), namely: focusing attention and acting on achieving goals, using more effort, continuing to perform tasks despite failure, and developing strategies that help achieve goals.

- 2) **Two factor theory, Herzberg Theory** explains that job satisfaction and dissatisfaction are two conflicting principles, but these two opposite entities are caused by different aspects of work called satisfiers (motivators) and dissatisfiers (hygiene factors). Robin (2020: 112) satisfiers are the principal things needed as a form of satisfaction including work that is interesting/requires challenges, opportunities for achievement, rewards and also promotions. Meanwhile, dissatisfiers (hygiene factors) are the elements that cause dissatisfaction, such as salary/wages, supervision, interpersonal relationships, working conditions and status.

B. Research Hypothesis

Hypotheses are propositions or conjectures that have not been proven to tentatively explain facts or phenomena, as well as possible answers to research questions (Sugiyono, 2017: 36). Based on the description of the background, the formulation of the problem and the supporting theories regarding competence, work facilities, job satisfaction and employee performance, the hypothesis proposed in this study is as follows.

a) The effect of competence on employee performance

According to Suharsaputra (2010) which explains that ability/competence factors can affect performance, with high abilities, employee performance will also be achieved. Conversely, if the ability of employees is low or not in accordance with their expertise, performance will not be achieved. First, regarding knowledge in carrying out tasks that are not optimal. Competence is needed to help organizations create a high work culture, the number of competencies used by human resources will improve performance. Work experience can improve performance. An employee will place the right conditions, dare to take risks, performance and produce competent individuals.

This opinion has been proven about the effect of competence on employee performance which has been proven in Afandi's research (2021) Hermawan (2019) Sulantara et al., (2020) Widiyanto (2019) Pramono and Prahiawan (2022) Esthi and Savhira (2019) Darma et al. (2018) revealed that competence has a positive and significant effect on employee performance. Based on the results of previous studies, the hypothesis is made as follows.

H1: Competence has a positive and significant effect on performance employee.

b) Effect of work facilities on employee performance

According to Siagian (2017), work facilities are very important to support the smooth running of tasks performed by employees. Work facility support in the form of good technology will be able to simplify and speed up work. Available work facilities should be accessible and properly utilized by employees in carrying out their work to get good performance. The existence of work facilities provided by the company is very supportive of employees at work. These work facilities are tools or facilities and infrastructure to help employees to more easily complete their work and employees will work more productively. This shows that the better the work facilities will improve the performance of its employees. An increase in facilities at the office can improve the performance of employees and the organization. The link between work facilities and employee performance is shown in research conducted by Jufrizen (2021) Purnawijaya (2019) Nurhadian (2019) Prawira (2020) Oktavia (2021) states that work facilities have a positive and significant effect on employee performance. Based on the results of previous studies, the hypothesis is made as follows.

H2: Work facilities have a positive and significant effect on performance employee.

c) The effect of competence on employee job satisfaction

Competence is an ability possessed by a person which is a combination of personal, scientific, technological, social and spiritual abilities. According to Narimawati (2006: 15) suggests that the construct of competence as an element of intellectual capital can be seen from three aspects of competence, namely intellectual, emotional, social aspects. This is in accordance with Lawler's theory which states that expertise is part of the input factors that influence job satisfaction or dissatisfaction in Munandar (2012: 356). The higher the competence possessed by employees, the higher the satisfaction they want to get so that they can produce good performance, for example employees who have high abilities are then given rewards by the company which will improve the employee's performance.

In line with the results of research from Meidita (2019) Fitriati (2021) Hasibuan et al., (2019) Nugraha et al., (2022) Ramadhan et al., (2020). Which states that competence has a positive and significant influence on employee job satisfaction. Based on the results of previous studies, the hypothesis is made as follows.

H3: Competence has a positive and significant effect on job satisfaction employee.

d) Effect of work facilities on employee job satisfaction

According to Siagian (2017), work facilities are very important to support the smooth running of tasks performed by employees. Work facility support in the form of good technology will be able to simplify and speed up work. Available work facilities should be accessible and properly utilized by employees in carrying out their work to obtain high job satisfaction. Work facilities apart from helping or supporting employee work activities, work facilities can also increase job satisfaction, the higher the work facilities, the higher the job satisfaction. Work facilities have a positive influence on increasing job satisfaction, meaning that the higher or quality work facilities will increase employee job satisfaction, and vice versa,

The link between work facilities and employee satisfaction is shown in research conducted by Jufrizen, (2021) Purnawijaya (2019) Nurhadian, (2019) Prawira (2020) Oktavia (2021) states that work facilities have a significant effect on employee job satisfaction. Based on the results of previous studies, the hypothesis is made as follows.

H4: Work facilities have a positive and significant effect on employee satisfaction.

e) Effect of job satisfaction on employee performance

According to Robbins (2018; 36) states job satisfaction is the general attitude of an individual towards his work, a person with a high level of job satisfaction shows a positive attitude towards the job, a person who is dissatisfied with his job shows a negative attitude towards the job. Job satisfaction for an employee is a very important factor, because the satisfaction he gets will also determine a positive attitude towards work. Feelings of satisfaction at work can have a positive impact on behavior, such as the level of discipline and morale that tends to increase. Job satisfaction is also related to outcomes such as performance, if job satisfaction is higher it will lead to enthusiasm at work and the higher job satisfaction will increase employee performance.

Employee job satisfaction is one of the main keys that influence the achievement of organizational goals at Bali Saraswati Spa Academy. The creation of job satisfaction among Bali Saraswati Spa Academy employees will affect employee performance, based on previous research by Rosmaini (2019) Nabawi (2020) Wahyudi (2019) Syahputra et al., (2019) and Prasetyo et al., (2019) states that variables Job satisfaction has a positive and significant impact on employee performance.

H5: Job satisfaction has a positive and significant effect on employee performance.

3. RESEARCH METHODS

This research took place at LKP Bali Saraswati Spa Academy, Jl. Ksirarnawa No. 7 Bypass Prof. IB Spell Br. Grandson Ds. Medahan Kec. Blahbatuh Kab. Gianyar Bali. The time of the research was conducted from January 2022 to March 2022. The reason for the researchers choosing Bali Saraswati Spa Academy Gianyar in this study was on the basis of initial observations made regarding low employee performance, this phenomenon can be seen from enthusiasm, motive and inability to complete tasks their tasks according to the set time and the number of absences, stress disturbs the atmosphere of co-workers, and maybe even continuously looks for another job Moorhead and Griffin (2013:71).

This study uses a quantitative and qualitative approach. The quantitative approach in an effort to test the hypotheses that have been prepared, the research process uses a lot of numbers starting from the collection, interpretation and presentation of the results Arikunto (2006:12). A process of finding knowledge that uses data in the form of numbers as a tool to analyze information about what one wants to know (Kasiram (2008: 149) in his book *Qualitative and Quantitative Research Methodology*) while qualitative data is data presented in the form of verbal words not in the form of numbers. Based on the hypothesis, there are four variables determined in the study, namely competence, work facilities, job satisfaction and employee performance. These variables become the basis for preparing research instruments after the sample is determined, followed by data collection through the questionnaire method. Quantitative analysis originates from multivariate analysis through the SEM equation model (structural equation modeling) through a variance-based or component-based approach known as Partial Least Square (PLS). Furthermore, the data is processed using PLS analysis techniques. The results of the analysis are then interpreted and followed by concluding and giving suggestions.

4. RESEARCH RESULTS AND DISCUSSION

4.1 Hypothesis test

Hypothesis testing is done with t-statistics by sorting out the direct effect test. The following sections describe the results of the direct influence test successively.

1) Direct effect testing

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the output result for inner weight. Table 1 provides the estimated output for testing the structural model.

Table 1
Hypothesis Testing Results

Variable	Original Sample (O)	T Statistics (O/STDEV)	P Values	Ket
Competency (X1) -> Employee Performance (Y2)	0.552	6,347	0.000	Sig
Work Facilities (X2) -> Employee Performance (Y2)	0.172	3,099	0.002	Sig
Competency (X1) -> Job Satisfaction (Y1)	0.600	6,859	0.000	Sig
Work Facilities (X2) -> Job Satisfaction (Y1)	0.335	3,369	0.001	Sig
Work Satisfaction (Y1) -> Employee Performance (Y2)	0.315	3,916	0.000	Sig

Source: Data processed, 2023

The results of testing the research hypothesis in Table 1 are as follows:

1) **Hypothesis Testing (H1):** Table 1 shows that the competence path coefficient has a positive and significant effect on employee performance.

These results can be seen in a coefficient value of 0.552 with a t-statistics value of 6.347. The t-statistics value is above the value of 1.96 and the sig value <0.05. Based on this, hypothesis 1 is declared accepted.

2) **Hypothesis testing (H2):** work facilities have a positive and significant effect on employee performance

These results can be seen in a coefficient value of 0.172 with a t-statistics value of 3.099. The t-statistics value is above the value of 1.96 and the sig value <0.05. Based on this, hypothesis 2 is declared accepted.

3) **Hypothesis Testing (H3):** Competence has a positive and significant effect on job satisfaction

These results can be seen in a coefficient value of 0.600 with a t-statistics value of 6.859. The t-statistics value is above the critical value of 1.96 and the sig value <0.05. Based on this, hypothesis 3 is declared accepted

4) **Hypothesis Testing (H4):** Work facilities have a positive and significant effect on job satisfaction

These results can be seen in a coefficient value of 0.335 with a t-statistics value of 3.369. The t-statistics value is above the critical value of 1.96 and the sig value <0.05. Based on this, hypothesis 4 is declared accepted.

5) **Hypothesis Testing (H5):** Job satisfaction has a positive and significant effect on employee performance

These results can be seen in a coefficient value of 0.315 with a t-statistics value of 3.916. The t-statistics value is above the value of 1.96 and the sig value <0.05. Based on this, hypothesis 5 is declared accepted.

2) Testing the indirect effect through mediating variables

Testing the significance of the mediating variable in the model can be checked from the results of the indirect effect test. From this test it can be examined the level of intervention of the mediating variable, whether it is full mediation, partial mediation or not mediation. The mediation variable testing method used is as follows (Hair, et al., 2010):

- a) Examine the direct effect of independent variables on the dependent variable in the model by involving mediating variables.
- b) Examine the effect of independent variables on the dependent variable in the model without involving mediating variables.
- c) Examine the effect of independent variables on mediating variables.
- d) Examine the effect of mediating variables on the dependent variable.

Based on the results of the investigation of the four influences (a, b, c, and d), then the level of intervention from the mediating variable can be determined with the stages of analysis as follows:

- a) If the path coefficient c "from the results of the second step estimation remains significant and does not change ($c'' = c$) then there is no mediating effect.
- b) If the path coefficient c" decreases ($c'' < c$) but remains significant, then the form of mediation is partial mediation.
- c) If the path coefficient c" decreases ($c'' < c$) and becomes insignificant, then the form of mediation is full mediation.

In testing the following hypothesis, the mediating role of job satisfaction (Y1) between competence (X1) and employee performance (Y2) and the mediating role of job satisfaction (Y1) between work facilities (X2) and employee performance (Y2) will be examined. The results of the analysis of the indirect influence hypothesis testing in this study can be presented in Table 2 below:

Table 2
Recapitulation of Job Satisfaction Mediation Variable Testing Results

No	Mediation Variable Job Satisfaction (Y1)	Effect				Ket
		(A)	(B)	(C)	(d)	
1	Competence (X1) -> Job Satisfaction (Y1) -> Employee Performance (Y2)	0.591 (sig)	0.934 (sig)	0.833 (sig)	0.412 (sig)	<i>partial Mediation</i>
2	Work Facilities (X2) -> Job Satisfaction (Y1) -> Employee Performance (Y2)	0.262 (sig)	0.800 (sig)	0.753 (sig)	0.709 (sig)	<i>Partial Mediation</i>

Source: Data processed, 2023

Table 2 shows that the results of testing the mediating variables that can be conveyed are as follows:

1. Job satisfaction (Y1) is able to mediate positively and significantly to the indirect effect of competency (X1) and employee performance (Y2). The results of the mediation examination on effects A, C and D have significant values and the indirect effect path coefficient obtained is above 0.10, which is 0.186. The results of this study determine that competence (X1) can influence employee performance through job satisfaction which can be proven empirically. Based on these results it can be interpreted, the more competencies possessed by employees, the more satisfied employees are in doing work, the resulting performance will be increasingly improved/better. Other information that can be conveyed is that the mediating effect of job satisfaction variable (Y1) on the indirect effect of competence on employee performance is partially (partially mediated).
2. Job satisfaction (Y1) is able to mediate the indirect effect of work facilities (X2) on employee performance (Y2). The results of the mediation examination on effects A, C and D have significant values and the indirect effect path coefficient obtained is above 0.10, which is 0.106. The results of this study indicate that work facilities can affect employee performance through job satisfaction which can be proven empirically. Based on these results, it can be interpreted that the better work facilities available and in accordance with the needs will satisfy employees at work so that performance will increase/better. Other information that can be conveyed, the mediating effect of job satisfaction variable (Y1) on the indirect effect of work facilities (X2) on employee performance (Y2) is partial mediation.

In order to know the overall effect for each relationship between the variables studied, a recapitulation of the direct effects, indirect effects and total effects can be presented in Table 3 below:

Table 3
Calculation of Direct, Indirect and Total Effects

No	Variable Relations	Immediate Effect	Indirect Effect	Total Effect
1	Competence (X1) -> Employee Performance (Y2)	0.552	0.186	0.741
2	Work Facilities (X2) -> Employee Performance (Y2)	0.172	0.106	0.278
3	Competency (X1) -> Job Satisfaction (Y1))	0.600	-	0.600
4	Work Facilities (X2) -> Job Satisfaction (Y1)	0.335	-	0.335
5	Job Satisfaction (Y1) -> Employee Performance (Y2)	0.315	-	0.315

Source: Data processed, 2023

Table 3 shows that the competency path (X1) on employee performance (Y2) has the greatest total effect, namely 0.741 compared to the work facility path (X2) on employee performance (Y2), which only obtains a total effect of 0.278. These results provide an indication that the performance of Bali Saraswati Spa Academy employees tends to be determined by competence. These results can be explained that competence if it is owned by someone according to the type of work done will improve their performance in achieving the goals of the organization. Thus the competence of a person at work is the intellectual and physical abilities possessed by employees whose aim is to carry out the tasks of the company can be achieved properly. Employee work competence is an employee who has the knowledge, skills. Other findings obtained, work facilities (such as infrastructure) that are complete and adequate and needed by employees in carrying out work activities are able to directly improve employee performance regardless of employee job satisfaction. Based on the results of the analysis of direct effects, indirect effects and total effects, it shows that competence has the highest total effect value, so this is a finding that competence has the greatest influence on employee performance compared to other variables such as work facilities and job satisfaction.

4.2 Discussion

Based on the results of the PLS analysis, this section will discuss the results of the calculations that have been carried out. This study aims to determine the effect of competence, work facilities on employee performance through job satisfaction. Testing is aimed at through existing hypotheses so as to find out how each variable influences the other variables.

a. Competence has a positive and significant effect on employee performance

The results of statistical data analysis show that competence has a positive and significant effect on employee performance, so the analysis of this research model shows that the higher employee competency will lead to high employee performance. Bali Saraswati Spa Academy which is a training center based on the world of business and industry. Competence is measured based on indicators: personal character (X1.1), self-concept (X1.2), Knowledge (X1.3), Skills (X1.4) proven to be able to influence the performance of Bali Saraswati Spa Academy Gianyar employees.

This research supports the results of previous research conducted by Suharsaputra (2010), Rosmaini (2019) Prayogi et al., (2019), Dwiyantri et al., (2019), Pasaribu (2019), Sya (2021) which explains that the ability factor Competence can affect performance because with high ability, employee performance will be achieved. Conversely, if the ability of employees is low or not in accordance with their expertise, performance will not be achieved. First, regarding knowledge in carrying out tasks that are not optimal. Competence is needed to help organizations create a high work culture, the number of competencies used by human resources will improve performance. Work experience can improve performance because an employee will place the right conditions, dare to take risks, performance and produce competent individuals. These results prove that high competence can make employees have good knowledge in accordance with company standards and be able to work together with co-workers, in other words, increasing employee competence will have an impact on improving performance, an employee has high competence if the employee has work experience, educational background that supports the profession, has expertise/knowledge and has skills.

b. Work facilities have a positive and significant effect on employee performance

The results of statistical data analysis show that work facilities have a positive and significant effect on employee performance, so the analysis of this research model shows that more supportive work facilities will lead to high employee performance. This has the meaning that the more supportive the facilities used by Bali Saraswati Spa Academy employees in their work, the better their performance will be.

This research supports the results of previous research by Siagian (2017), Jufrizen (2021), Purnawijaya (2019), Nurhadian (2019), Prawira (2020), Oktavia (2021), work facilities are very important to support the smooth running of tasks carried out by employees. Work facility support in the form of good technology will be able to simplify and speed up work. Available work facilities should be accessible and properly utilized by employees in carrying out their work to get good performance. The existence of work facilities provided by the company is very supportive of employees at work. These work facilities are tools or facilities and infrastructure to help employees to more easily complete their work and employees will work more productively. This shows that the better the work facilities will improve the performance of its employees. An increase in facilities at the office can improve the performance of employees and the organization.

c. Competence has a positive and significant effect on employee job satisfaction

The results of statistical data analysis show that competence has a positive and significant effect on employee job satisfaction, so the analysis of this research model shows that higher competence will lead to high job satisfaction.

Competence on the self-concept indicator shows the highest loading factor value of 0.957. This value indicates that the more employees understand and understand their abilities/competencies, the greater their satisfaction at work and the resulting performance will be maximized, and vice versa, employees who do not have the ability and are not aware of their deficiencies will cause conflict because it will become a burden to other employees who are able to do the job so that there is a feeling of dissatisfaction in doing the job and performance will decrease. This finding can be interpreted that if Bali Saraswati Spa Academy Gianyar employees are aware of every strength and weakness they have and foster a desire to continue learning to increase competence then a conducive working atmosphere will be created and performance will increase. high belonging.

This study supports the results of previous studies conducted by Narimawati (2006:15), Meidita (2019) Fitriati (2021), Hasibuan et al., (2019) Nugraha et al., (2022) Ramadhan et al., (2020) argued that the construct of competence as an element of intellectual capital can be seen from three aspects of competence, namely intellectual, emotional, social aspects because competency measurement uses the dimensions of knowledge, skills and educational levels. This is in accordance with Lawler's theory which states that expertise is part of the input factors that influence job satisfaction or dissatisfaction in Munandar (2012: 356). The higher the competence possessed by employees, the higher the satisfaction they want to get so that they can produce good performance, such as employees who have high abilities then are given rewards by the company which will improve the performance of these employees.

d. Work facilities have a positive and significant effect on job satisfaction

The results of statistical data analysis show that work facilities have a positive and significant effect on job satisfaction, so the analysis of this research model shows that more supportive work facilities will lead to high job satisfaction.

In the variable work facilities, equipment and other support facilities have the highest loading factor value of 0.912. These results indicate that equipment and other support facilities are important in work facilities. It can be further interpreted that work facilities tend to be reflected in equipment and other supporting facilities at the highest average acquisition (4.12).

This research supports previous research conducted by Siagian (2017), Jufrizen (2021), Purnawijaya (2019), Nurhadian (2019), Prawira (2020), Oktavia (2021), work facilities are very important to support the smooth running of tasks carried out by employees. Work facility support in the form of good technology will be able to simplify and speed up work. Available work facilities should be accessible and properly utilized by employees in carrying out their work to obtain high job satisfaction. Work facilities apart from helping or supporting employee work activities, work facilities can also increase job satisfaction, the higher the work facilities, the higher the job satisfaction. Work facilities have a positive influence on increasing job satisfaction,

e. Job satisfaction has a positive and significant effect on employee performance

The results of the analysis show that job satisfaction has a positive and significant effect on employee performance. This means that the higher the job satisfaction of the Bali Saraswati Spa Academy Gianyar employees, the higher the performance produced by the Bali Saraswati Spa Academy Gianyar employees. And vice versa, the lower the job satisfaction of Bali Saraswati Spa Academy Gianyar employees, the performance produced by these employees will decrease.

Competence is important for employees because competence has a big contribution in improving employee performance. These results indicate that the values contained in job satisfaction can be well perceived and have a real impact on employee performance. Job satisfaction as measured by indicators: wages (Y1.1), employment (Y1.2), promotion opportunities (Y1.3), co-workers (Y1.4), and supervisors (Y1.5), proved to be able to influence employee performance Bali Saraswati Spa Academy Gianyar. This finding can be interpreted that if Bali Saraswati Spa Academy Gianyar provides wages that match employee expectations, then provides jobs according to the capabilities of employees, then guarantees promotion opportunities,

This research supports previous research conducted by Rosmaini (2019), Nabawi (2020), Wahyudi (2019), Syahputra et al., (2019), and Prasetyo et al., (2019), stating that job satisfaction variables have a significant influence positive and significant impact on employee performance.

Job satisfaction is able to mediate the influence of competence on employee performance. The lesson that can be concluded from these results is that the better the competence that is supported by employee satisfaction with the company, the better the performance of employees will be. The role of job satisfaction is able to mediate the influence of competence on employee performance, meaning that the better the competence of employees in carrying out the assigned tasks will be able to increase job satisfaction and employee performance at Bali Saraswati Spa Academy Gianyar. Job satisfaction is not able to mediate the effect of work facilities on work performance through mediating job satisfaction. It means that the presence of job satisfaction mediators in the application of work facilities is not maximized, In this case management must conduct a more in-depth study of the importance of building work facilities through the availability of good job satisfaction within an organization because it will be able to have an impact on improving employee performance. The role of job satisfaction is not able to mediate the influence of work facilities on employee performance, meaning that the better the work facilities of employees in carrying out the tasks assigned do not have an impact on job satisfaction, but are able to improve employee performance at Bali Saraswati Spa Academy Gianyar.

4.3 Update of Research Results

Novelty is an element or finding of a study. Research is said to be good if it finds elements of new findings so that it has a good contribution to science. The novelty that can be reported in this study is job satisfaction as measured using salary, employment, promotion opportunities, supervisors/supervision, and co-workers can be intervening variables on the effect of competence and work facilities on employee performance using SEM-PLS analysis.

4.4 Research Implications

The results of this research can contribute to the impact of competence and work facilities on job satisfaction and employee performance at Bali Saraswati Spa Academy Gianyar. The results of the hypothesis testing in this study found that all independent variables consisting of perceived competence (X1) and work facilities (X2) statistically have a positive effect on the performance of Bali Saraswati Spa Academy Gianyar employees, so that these variables can be maintained as independent variables in further research. Job satisfaction in this study obtained the results of being able to mediate competency and work facilities variables on performance, so that the job satisfaction variable can be maintained as a mediating variable in further research.

Goal setting theory (Locke, 1968) in (Aulia, 2020) through his publication entitled *Toward a Theory of Task Motivation and Incentives* suggests a goal setting theory with a cognitive approach. He explained that there is a relationship between goals and one's task performance. Goal setting has the idea that most human behavior is the result of goals that are consciously chosen by someone, Mitchell and Daniel (2003). Locke (1980) states that individual goals (goals, intentions) will show their actions, meaning that strong or weak individual behavior or actions are caused by the goals to be achieved, in this case clear, understood and useful goals will make individuals tend to strive harder. In achieving a goal, compared to goals that are elusive and vague in nature. Goal setting theory affects performance through four mechanisms Locke et al., (1981), namely: focusing attention and acting on achieving goals, using more effort, continuing to perform tasks despite failure, and developing strategies that help achieve goals.

Two factor theory, Herzberg Theory explains that job satisfaction and dissatisfaction are two conflicting principles, but these two opposite entities are caused by different aspects of work called satisfiers (motivators) and dissatisfiers (hygiene factors). Robin (2020: 112) satisfiers are the principal things needed as a form of satisfaction including work that is interesting/requires challenges, opportunities for achievement, rewards and also promotions. Meanwhile, dissatisfiers (hygiene factors) are the elements that cause dissatisfaction, such as salary/wages, supervision, interpersonal relationships, working conditions and status.

The policy implications that can be linked to the findings produced in this research are to make a practical contribution to the leadership of Bali Saraswati Academy Spa to improve performance, through high employee competency and supportive work facilities, so as to achieve job satisfaction for employees.

4.5 Research Limitations

The limitations that can be conveyed from this study are based on this research. The instrument used a 5-point Likert scale and did not use an open-ended questionnaire, so that no subjective information was obtained regarding the observed variables. In addition, this research is based on a relatively short research implementation time (cross-sectional). This limitation certainly has an impact on the low generalization of the research.

5. CONCLUSIONS AND SUGGESTIONS

Based on the discussion of the research results, it can be concluded that the effect of competence and work facilities on employee performance through job satisfaction at Bali Saraswati Spa Academy, is as follows:

- 1) Competence has a positive and significant effect on employee performance. These results show that the higher the competency possessed by Bali Saraswati Spa Academy employees, the employee's performance will increase.
- 2) Work facilities have a positive and significant effect on employee performance. This result means that the more complete and adequate the work facilities, the performance of Bali Saraswati Spa Academy Gianyar employees will increase.
- 3) Competence has a positive and significant effect on job satisfaction. This result means that the higher the competency of Bali Saraswati Spa Academy Gianyar employees, the higher employee job satisfaction.
- 4) Work facilities have a positive and significant effect on job satisfaction. This result means that the more complete and adequate the work facilities for Bali Saraswati Spa Academy Gianyar employees, the more employee satisfaction will increase.
- 5) Job satisfaction has a positive and significant effect on employee performance. This result means that the higher the job satisfaction of Bali Saraswati Spa Academy Gianyar employees, the higher the performance.

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