

The Influence of Employee Information System, Employee Competence and Person-Jobfit on the Performance of XYZ Health Center Employees with Job Satisfaction as a Mediation Variable

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Abstract

Keywords: Employee Information System, Employee Competence, Person-Jobfit, Performance, Job Satisfaction

The abstract contains a brief description of the **purpose:** describes the objectives and hypotheses of the research. **Methods:** describes the essential features of the research design, data, and analysis. It may include the sample size, geographic location, demographics, variables, controls, conditions, tests, descriptions of research design, details of sampling techniques, and data gathering procedures. **Results:** describes the key findings of the study, including experimental, correlational, or theoretical results. It may also provide a brief explanation of the results. **Implications:** show how the results connect to policy and practice and provide suggestions for follow-up, future studies, or further analysis.

INTRODUCTION

Organizations or health service units such as hospitals, health centers, and health clinics will always strive to improve performance in the hope of what the company's goals will be achieved (Febrianti, 2024). Performance is basically the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Trifena, 2023). In addition, good performance professionalism is how an employee is able to demonstrate work behavior that leads to the achievement of the company's goals and objectives, for example by managing human resources so as to produce good work results (Muthalib, 2024).

Good performance is basically carried out in every work unit anywhere and anytime as well as the performance of employees at the XYZ Health Center.

The theories behind employee performance are very diverse, including motivation, job satisfaction, and behavioral theories. Maslow's hierarchy of needs theory states that the fulfillment of basic needs affects an individual's motivation and performance at work (Paongan et al., 2024). Additionally, job satisfaction plays an important role in increasing employee commitment and productivity, as revealed in research showing that organizational culture that aligns with individual values can increase job satisfaction, which in turn affects performance (Anjeli et al., 2024). Employee behavior is also governed by intrinsic and extrinsic motivational factors. Research shows that work motivation, both external and internal, affects performance (Afrialdi et al., 2024; Agustina & Santoso, 2021). Commitment to duty and ethical integrity, for example, can increase as job satisfaction increases (Damayanti et al., 2024). Therefore, the combination of motivation,

job satisfaction, and behavioral theories can be a solid foundation for understanding and improving employee performance in a variety of professional contexts.

Based on Permenkes 43 of 2019, Puskesmas or Community Health Centers, are Health Service Facilities that organize public health efforts and first-level individual health efforts, by prioritizing promotive and preventive in their work areas. The XYZ Health Center is a health service unit which has the main function in providing health services for the community, but in each activity it is not spared from the performance of employees who are still up and down in terms of services, as well as the existing phenomenon regarding employee performance at the XYZ Health Center that based on the results of the researcher's observations found that one of the phenomena that occurred was the lack of optimal management of human resource data and information. Currently, the XYZ Health Center has implemented SIMPEG as a modernization step. However, the effectiveness of the system in supporting human resource management still requires evaluation, especially in relation to improving employee performance. In addition, employee competence is also a concern. Although the majority of employees have expertise in their fields, there is a disparity in certain abilities, especially in the fields of information technology and administration. This has the potential to hinder the optimal use of SIMPEG, so that the administrative process still relies on manual methods that are less efficient. It looks like the data from Employee Performance in 2022-2024 states that there is a difference in assessment evaluation between civil servants and non-civil servants where the performance of civil servants is getting better and the non-civil servants are decreasing. The presentation/updating of data and information using the SIMPEG application is widely used by civil servants (E-Performance, Kantorku, Tekocak, E-Docu, E-SKP) while non-civil servant employees only use fingerprint and manual data absences. This shows that there is a gap in the application of employee completeness data between civil servants and non-civil servants which can result in a decrease in employee performance. (Source: XYZ Health Center Employee Performance data).

Table 1.1 : Performance Evaluation of XYZ Health Center Employees

No	Employment Status	Results of	the Year Evaluation		
			2022	2023	2024
1	Civil Servant	Very Good	17%	27%	48%
		Good	83%	73%	52%
		Need Repair	-	-	
		Less	-	--	
		Very Less			
2	Non PNS	Good	94%	71%	69%
		Medium	6%	29%	31%
		Less	-	--	

However, on the other hand, in practice, the XYZ Health Center still faces various challenges that affect employee performance, one of which is related to the digital attendance system through the Kantorku application. Based on the results of interviews with several employees, this system allows attendance to be carried out from anywhere without any distance restrictions, which has the potential to reduce discipline. Employees can record attendance through the application even if they are not physically at work or even leave the location after being absent. An interview with FZ (37 years old, 26/2/2025), Head of Administration and Supervisor of

SIMPEG, revealed that there are several cases where attendance is recorded in the application, but employees have not actually been present at work or arrive late. Interview with SS (37 years old, 26/2/2025), IT Personnel, Simpeg Manager, also said that although this system reduces queues at fingerprint machines, loopholes in the attendance mechanism can open up opportunities for fraud due to the absence of attendance location restrictions.

In addition to discipline problems, the mismatch of workload with employee competencies is also an important issue that has an impact on work effectiveness. Some employees get assignments that are outside of their area of expertise, so they have to adapt quickly and learn new things that don't fit their educational background or core competencies. An interview with DK (42 years old, 26/2/2025), a dentist who is also responsible for PJ Dental Poly, BOK (Health Operational Assistance), and PKP (Puskesmas Performance Assessment), revealed that the additional tasks given, especially related to finance in the BOK program, were not in accordance with his competence and caused dissatisfaction. The same thing was experienced by RF (34 years old), a general practitioner who is also a PJ UKP (Individual Health Effort), PIC BPJS, as well as PJ Integrity Zone and Ombudsman, who felt that although additional tasks can improve the efficiency of the workforce, the heavy burden and responsibility often create pressure. An interview with FN (39 years old, 26/2/2025), a dental technician who is also responsible for goods management, felt that the additional role required high concentration and extra time, which ultimately reduced the effectiveness in carrying out his main job as a dental technician. Meanwhile, employees assigned to the financial sector also face their own challenges. An interview with IP (44 years old, 26/2/2025), a dentist appointed as financial treasurer and PJ of internal audit, revealed that the task required him to study the complex financial system as well as face the risk of audits from the BPK (Financial Audit Agency) and KAP (Public Accounting Firm), which caused pressure because it was not in accordance with his main competence as a dentist.

Although some employees feel burdened by additional tasks, others are still able to adjust. An interview with IK (37 years old, 26/2/2025), a general practitioner who serves as PJ Poli General and PJ UKM (Public Health Efforts), said that although he is quite satisfied with the workload given, there are still challenges in dividing time between tasks inside the building (clinical services) and tasks outside the building (promotive and preventive programs). This phenomenon shows that there is a gap between the work system implemented and the reality in the field, both from the aspect of employee discipline due to the lack of control of the digital attendance system, and from the aspect of the incompatibility of the workload with employee competence. This can have an impact on performance effectiveness, job satisfaction, and the quality of health services provided to the community. Therefore, further research is needed to understand how existing policies and work systems affect employee performance and how solutions can be implemented to increase effectiveness and job satisfaction in the organization.

Another influencing factor is the mismatch between employee abilities and job demands (person job-fit). Some employees feel that their workload is not in accordance with their skills, which can reduce motivation and productivity. This problem is even more complex with the salary gap between Civil Servants (PNS) and Government Employees with Employment Agreements (PPPK). This injustice in the compensation system gives rise to job dissatisfaction that can have an impact on the decline in individual and organizational performance as a whole.

Figure 1.1

Job satisfaction at the XYZ Health Center in order to carry out its duties and functions

Source: XYZ Health Center Employee Satisfaction Survey (2023)

From the results of the employee satisfaction survey at the XYZ Health Center in 2023, it was found that most employees expressed satisfaction with various aspects of their work. However, there is minor dissatisfaction with the adequacy of the number of employees with workload, compensation fairness, and teamwork. This reflects the potential problems that need to be addressed immediately to prevent further negative impacts on organizational performance. This phenomenon emphasizes the importance of integrated management between technology (SIMPEG), improving employee competence, and placing employees according to their skills (person job-fit). In addition, job satisfaction needs to be considered as a key variable that can mediate the relationship between these factors and employee performance.

The researcher also made initial observations at the XYZ Health Center, there were several problems related to employee performance that required more attention. One of them is the management of human resource data that is not optimal even though SIMPEG has been implemented. SIMPEG which is supposed to improve the efficiency of personnel administration is still limited in its use, especially for employees who are less skilled in the field of information technology and administration, so they still rely on manual methods that are slower and less efficient.

In addition, the digital attendance system implemented using the Kantorku application also shows gaps in employee discipline. This system allows employees to record attendance remotely, potentially leading to physical absences of employees even if attendance is recorded. This shows the need to improve the attendance mechanism to ensure employee discipline.

Another problem is the mismatch between workload and employee competencies. Many employees feel that additional tasks assigned outside of their area of expertise reduce their focus and work effectiveness. For example, some employees with medical backgrounds are asked to handle administrative or financial tasks, which impacts their dissatisfaction and performance. In addition, injustice in the compensation system between Civil Servants (PNS) and Government Employees with Employment Agreements (PPPK) adds to dissatisfaction, affects motivation, and decreases employee loyalty to the organization.

Although job satisfaction surveys in 2023 show good levels of satisfaction in most aspects of work, there are still dissatisfaction related to adequate staffing, compensation fairness, and teamwork. Dissatisfaction in these aspects can potentially reduce employee motivation and have an impact on overall performance at the XYZ Health Center. Therefore, further research is needed to analyze the factors that affect employee performance and to find solutions that can increase work effectiveness and employee satisfaction in this health center environment.

Based on the phenomenon of the above problem, information technology is a type of technology that is in the form of technical equipment and functions to process and convey information. SIMPEG is an integrated unit consisting of processing equipment including procedure collectors, staff processing and software including procedure collectors, staff processing and software, including data center storage devices and data banks as well as communication devices that are interrelated, interdependent and mutually beneficial in the context of providing information in the field of employment (Zulfina et al., 2020). E-HRM or known as Electronic Human Resource Management is a concept that involves the use of Web-based technology that aims to facilitate services related to human resource management in an organization, and has a wider reach or access than the organization's stakeholders (Berber et al., 2018). The definition of the civil servant performance information system according to Government Regulation of the

Republic of Indonesia Number 30 of 2019 concerning the Performance Assessment of Civil Servants Chapter VII Article 60 is: "The Civil Servant Performance Information System as a means for planning, collecting, processing, analyzing, presenting, documenting civil servant performance assessment data, and performance evaluation materials". E-performance is an example of a web-based application that uses human resource accounting theories. With this electronic performance, employees can be measured, identified, delivered, assessed, and rewarded in the form of additional benefits such as benefits (Rahmadita et al, 2021).

In addition to SIMPEG, employee competence is one of the key factors that affect employee performance in an organization, including at the XYZ Health Center. Employee competence, which includes knowledge, skills, and attitudes that are in accordance with the demands of the job, has a positive relationship with employee performance (Sjahril 2024). Competent employees tend to be more productive, able to complete tasks on time, and provide high-quality services to patients. Employee competencies also contribute to job satisfaction levels (Hasanah & Lo, 2020). Employees who feel competent in their jobs tend to have high confidence, get recognition, and feel more comfortable with their responsibilities. This job satisfaction then motivates employees to work better and provide the best for the organization (Nurdiansyah et al., 2020; Amin, 2022)

The Person Job Fit factor, which includes person-job fit and person-organization fit, is one of the important factors that can affect employee performance. At the XYZ Health Center, the compatibility between the abilities, personal values, interests, and characteristics of employees with the demands of the work and organizational culture is crucial in supporting optimal health services. The compatibility between employees' abilities, personal values, interests, and characteristics with the demands of the job and organizational culture is crucial in supporting optimal health services (Riant, 2023; Nielsen et al., 2020). When employees have a good person job fit for their job, they tend to be more motivated, satisfied, and highly committed, thereby increasing productivity and performance quality (Rayton et al., 2019). The concept of person job fit reflects the extent to which an individual's abilities, skills, interests, and values are in accordance with the demands of the job and work environment. When an employee feels that their job suits them, they tend to be more motivated, focused, and able to carry out their duties optimally (Diamantidis & Chatzoglou, 2019).

Based on the description above, previous research shows that SIMPEG has a significant influence on employee performance, with motivation and job satisfaction as mediating variables. SIMPEG optimization supports work efficiency and policy communication in the organization (Purnomo, 2024; Zulfina et al., 2020). Employee competence and person-job fit were also found to contribute to employee performance, especially if supported by mediating factors such as job satisfaction and employee involvement (Thi Nong et al., 2024; Nugraha & Wardhani, 2022; Agustian & Rachmawati, 2021). However, there are differences in research results regarding the direct influence of person job fit on performance, where some state that the effect is insignificant without the mediation of job satisfaction (Nugraha & Wardhani, 2022), while others show a direct effect on performance (Thi Nong et al., 2024).

Job satisfaction has consistently been found to be a significant mediating variable in the relationship between factors such as work rotation, person job fit, and employee involvement in performance (Agustian & Rachmawati, 2021). In addition, job satisfaction also encourages positive work behavior that affects employee performance (Gazi et al., 2024). Research such as Zulfina et al. (2020) and Purnomo (2024) also highlight the important role of SIMPEG in improving

performance, with additional support from transformational leadership as a supporting factor for system effectiveness.

Based on the results of the background description and the results of previous research, this is the purpose of the research to further research the "The Influence of Employee Information System (SIMPEG), Employee Competence, and Person Job Fit on the Performance of XYZ Health Center Employees with Job Satisfaction as a Mediation Variable".

METHODS

This research method chapter will discuss the research design, the scope of the research, the identification of variables, the definition of operational and measurement of variables, the population and sampling techniques, the research instruments, the validity and reliability tests of the research instruments, data and data collection methods, and data analysis techniques.

RESULTS AND DISCUSSION

In this study, the analysis of *Partial Least Squares (PLS)* was tested using SmartPLS software version 3.0. According to Ghozali & Latan, (2017), PLS analysis involves the evaluation of measurement models (*outer model*) and structural models (*inner model*). The measurement model (*outer model*) assesses the validity and reliability of the research instrument, ensuring that the research instrument measures what it wants to measure (Abdillah & Hartono, 2015). The structural model (*inner model*) predicts causal relationships between latent variables, using T-statistics from *bootstrapping* to determine significance. The effectiveness of the inner model was evaluated by the percentage of variance described, measured by the value of R-squared (R^2) and validated using *the Q-square Stone-Geisser* test (Ghozali & Latan, (2017). In this study, hypothesis testing using PLS analysis techniques with the smartPLS 3.0 program. Here is the schematic of the PLS model used in the analysis.

1. Evaluation of Measurement Models (*Outer Model*)

The evaluation of the external model was carried out by considering four external model measurement criteria, namely *Convergent Validity*, *Discriminant Validity*, *Composite Reliability* and *Cronbach Alpha*. The details of this research model can be seen in the image below:

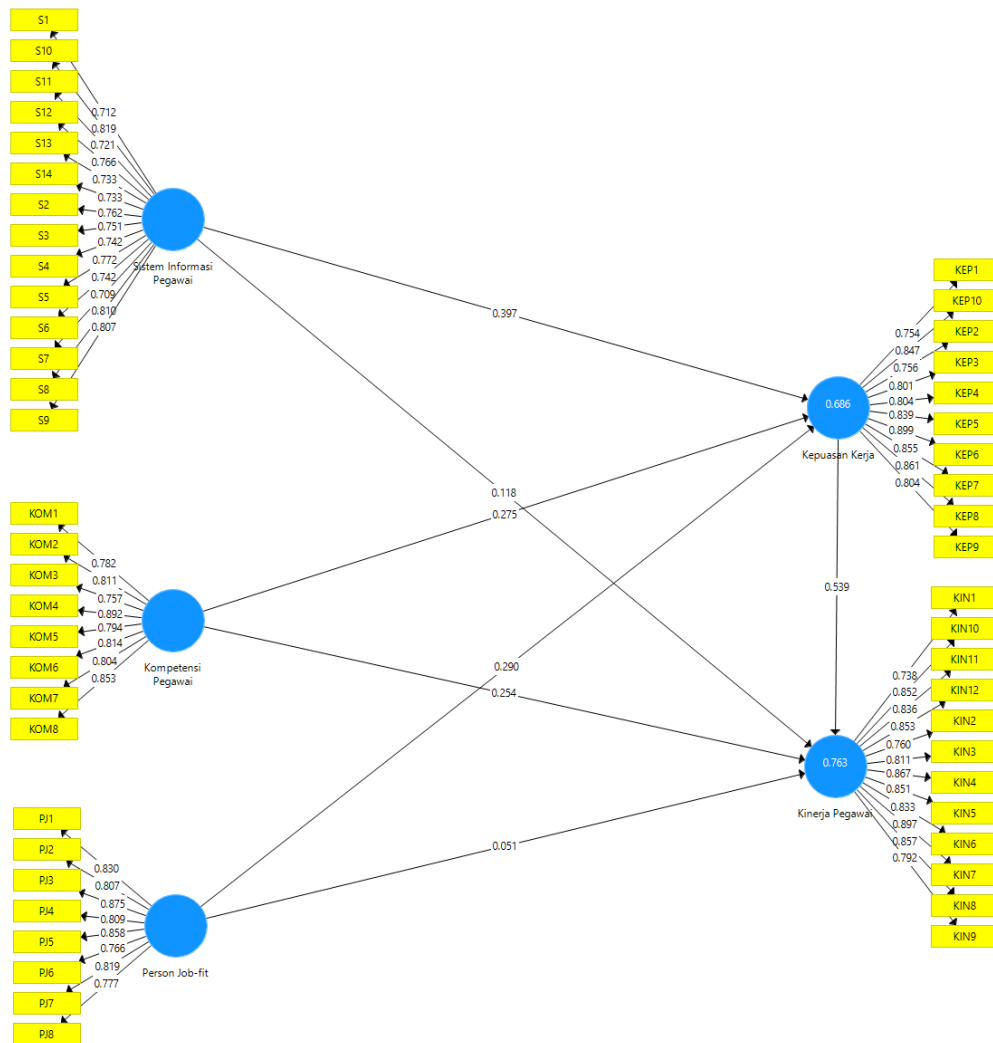


Figure 4. 1 Outer Model
Source: Primary Data Processed (2025)

1. Convergen Validity

Evaluating *convergent validity*, we refer to the value of outer loading or load factor. An indicator is considered to meet *convergent validity* well if the *outer loading* value > 0.7. Here are the load factor values of each indicator on the research variable:

Tabel 4. 1
Outer Loading

	Job Satisfaction	Employee Performance	Employee Competencies	Person Job-fit	Employee Information System
KEP 1	0,754				
KEP 10	0,847				
KEP 2	0,756				

KEP 3	0,801				
KEP 4	0,804				
KEP 5	0,839				
KEP 6	0,899				
KEP 7	0,855				
KEP 8	0,861				
KEP 9	0,804				
KIN1		0,738			
KIN1 0		0,852			
KIN1 1		0,836			
KIN1 2		0,853			
KIN2		0,760			
KIN3		0,811			
KIN4		0,867			
KIN5		0,851			
KIN6		0,833			
KIN7		0,897			
KIN8		0,857			
KIN9		0,792			
CO M1			0,782		
CO M2			0,811		
CO M3			0,757		
CO M4			0,892		
CO M5			0,794		
CO M6			0,814		
CO M7			0,804		
CO M8			0,853		
PJ1				0,830	
PJ2				0,807	
PJ3				0,875	
PJ4				0,809	
PJ5				0,858	
PJ6				0,766	
PJ7				0,819	
PJ8				0,777	

S1					0,712
S10					0,819
S11					0,721
S12					0,766
S13					0,733
S14					0,733
S2					0,762
S3					0,751
S4					0,742
S5					0,772
S6					0,742
S7					0,709
S8					0,810
S9					0,807

Source: Primary Data processed (2025)

Based on the results of *outer loading* measurements on reflective indicators, it can be concluded that most of the research indicators have met the criteria to be used as variable measurement indicators because they have an *outer loading* value that exceeds 0.7 (*outer loading* > 0.7). Therefore, all indicators are considered feasible and valid for use in further research analysis. This conclusion shows that the indicators used in the study have a strong correlation with the variables being measured, so they can be relied upon to represent the concept or construct being studied. The high level of validity of the indicators also provides additional confidence in the results of the analysis to be carried out, strengthening the methodological basis of the research. Thus, this study has a strong and reliable basis in producing findings or conclusions related to the variables being studied.

1. *Discriminant Validity*

Discriminant validity ensures that each latent variable or construct is different from the others. A commonly used measure is the *Heterotrait-Monotrait Ratio* (HTMT), where a value below 0.90 indicates good discriminant validity (Hair. et al., 2017). The results of the discriminant validity test are illustrated in the figure below:

Tabel 4. Heterotrait – Monotrait Ratio (HTMT) 2

	Job Satisfaction	Employee Performance	Employee Competencies	Person Job-fit	Employee Information System
Job Satisfaction					
Employee Performance	0,878				
Employee Competencies	0,748	0,787			
Person Job-fit	0,698	0,644	0,569		
Employee Information System	0,787	0,765	0,756	0,590	

Source: Primary Data processed (2025)

According to the table, it can be seen that the HTMT ratio for all variables shows values below 0.9 ($HTMT < 0.9$), which indicates that all constructs of the variables show good discriminant validity. Another approach to assessing discriminant validity is to examine the square root of *the Average Variance Extracted* (AVE), where values above 0.5 are recommended (Ghozali & Latan, 2017). The AVE values obtained in this study are presented in the following table:

Tabel 4.3
Average Variant Extracted (AVE)

	Average Variance Extracted (AVE)
Job Satisfaction	0,678
Employee Performance	0,689
Employee Competencies	0,663
Person Job-fit	0,670
Employee Information System	0,572

Source: Primary Data processed (2025)

Based on the table above, it can be seen that all research variables have achieved a standard AVE value above 0.5 ($AVE > 0.5$). The employee information system variable (X1) has an AVE of 0.572, the employee competency variable (X2) has an AVE of 0.663, the person job-fit variable (X3) has an AVE of 0.670, the job satisfaction variable (Z) has an AVE of 0.678 and the employee performance variable has an AVE value of 0.689. By paying attention to the AVE value for each variable, it can be concluded that all variables meet the criteria of discriminant validity with AVE values exceeding 0.5. Therefore, each variable shows good discriminant validity.

4.3.1.1 Composite Reliability

The next assessment is the composite reliability of the indicator blocks that measure each construct. A construct is considered reliable if its *composite reliability* value exceeds 0.70 (Ghozali & Latan, 2017). The results of the following outer model show the *composite reliability* values for each construct:

Tabel 4. Composite Reliability **4**

	Composite Reliability
Job Satisfaction	0,954
Employee Performance	0,964
Employee Competencies	0,940
Person Job-fit	0,942
Employee Information System	0,949

Source: Primary Data processed (2025)

According to table 4.16, it shows satisfactory *composite reliability* results, namely the Employee Information System variable (X1) with a value of 0.949, the Employee Competency variable (X2) with a *composite reliability* value of 0.940, the Person Job-fit variable (X3) with a value of 0.942, the Job Satisfaction variable (Z) with a value of 0.954, and the variable Employee Performance (Y) with a value of 0.964. These results show that the value of all variables is >0.7 , where this study variable can have high reliability.

1. Cronbach Alpha

The reliability test using *the composite reliability* above can be strengthened by using *Cronbach's alpha* value. A variable is considered reliable or meets *Cronbach's alpha criteria* if its value is > 0.7 (Ghozali & Latan, 2017):

Tabel 4. Cronbach Alpha **5**

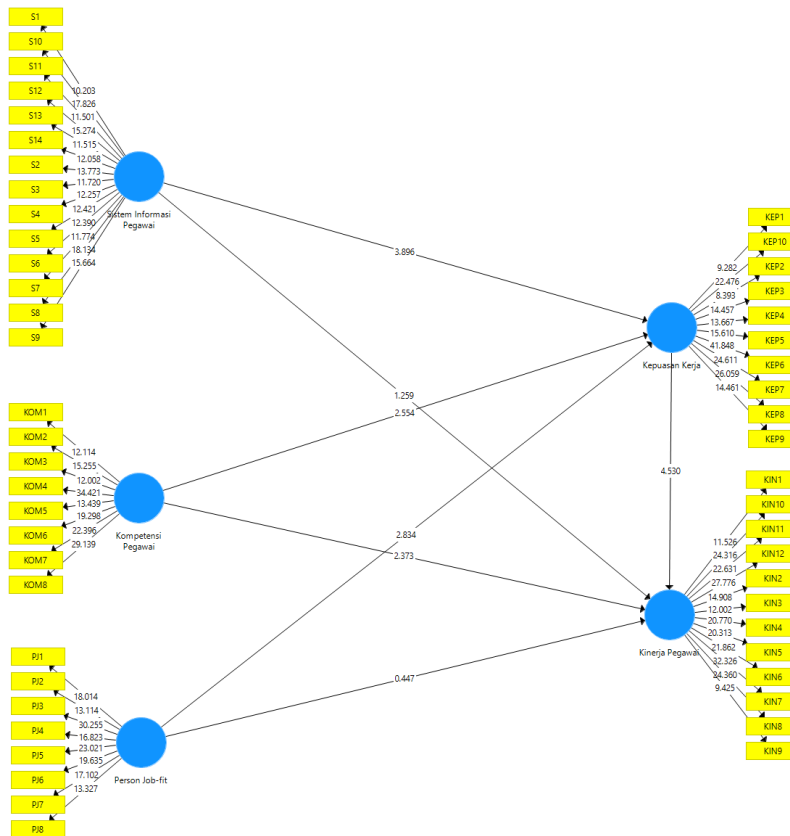
	Cronbach's Alpha

Job Satisfaction	0,947
Employee Performance	0,959
Employee Competencies	0,927
Person Job-fit	0,929
Employee Information System	0,942

Source: Primary Data processed (2025)

According to the data in Table 4.14, it can be seen that *Cronbach's alpha* value for each study variable is > 0.7 . Thus, these results show that each study variable meets *the requirements of Cronbach's alpha* value, which indicates that the overall variable has a high level of reliability.

1.1.1 Evaluasi Model Strukturan (Inner Model)



Gambar 4. 2 Inner Model
Source: Primary Data Processed (2025)

1. Uji Path Coefficient

Path coefficient *evaluation* aims to assess the strength of an effect or influence of an independent variable on a dependent variable, while *coefficient determination (R-Square)* is used to measure how much an endogenous variable is influenced by other variables. According to Chin, it suggests that an *R-Square* value above 0.67 for endogenous latent variables in structural models indicates the influence of exogenous variables on endogenous variables that are influenced in the good category. Values between 0.33 to 0.67 are categorized as moderate, and between 0.19 to 0.33 as weak (Ghozali & Latan, 2017).

Based on the internal model scheme described in Figure 4.2 above, it is clear that the highest path coefficient value shows the influence of job satisfaction on employee performance of 4,530. The effect of employee information systems on job satisfaction was 3,896. The third largest influence was the influence of job-fit person on job satisfaction of 2,834. and the smallest impact was shown by the person job-fit on employee performance of 0.447.

These results show that all variables in this model have a path coefficient with a positive value. This shows that the greater the value of the path coefficient of the independent variable on the dependent variable, the stronger the influence of the independent variable on the dependent variable.

1. Coefficient of Determination Test (R²)

The following is obtained the R-Square value as follows:

Table 4. R Square Value **6**

	R Square	R Square Adjusted
Job Satisfaction	0,686	0,673
Employee Performance	0,763	0,750

Source: Primary Data processed (2025)

According to the data measurement in Table 4.18 above, it is shown that the R-square value (R²) for the job satisfaction variable is 0.686, showing that the employee information system, employee competence, and person job-fit, in influencing or explaining the job

satisfaction variable is 68.6%. The R-squared (R²) value obtained for the employee performance variable is 0.764. This value shows the proportion of variation in employee performance which can be explained by the employee information system, employee competence, person job-fit and job satisfaction of 76.3%.

4.3.2.1 Uji Q-Square

The evaluation of *goodness of fit* can be seen from the *Q-Square value*. *Q-Square* has a similar interpretation to *coefficient determination (R-Square)* in regression analysis, where the higher the *Q-Square* value, the better or better the model is with the data:

$$Q^2 = 1 - \{(1 - R_1^2) \times (1 - R_2^2)\}$$

$$Q^2 = 1 - \{(1 - 0,686^2) \times (1 - 0,763^2)\}$$

$$Q^2 = 1 - \{(1 - 0,471) \times (1 - 0,582)\}$$

$$Q^2 = 1 - \{(0,529) \times (0,418)\}$$

$$Q^2 = 1 - 0,221$$

$$Q^2 = 0,779$$

Based on the calculation above, the value of Q-Squared (Q²) is 0.779. This suggests that 77.9% of the variance in the research data can be explained by the research model, while the remaining 22.1% is attributed to external factors not included in this model. Therefore, based on these results, it can be concluded that the research model shows a good fit.

1. Uji f-square

The *f-square* value is used to assess the impact of independent variables on dependent variables. It is categorized into several criteria: a value of 0.02 indicates a weak influence, 0.15 indicates a moderate influence, and 0.35 indicates a strong influence:

Table 4. F-square value 7

	Job Satisfaction	Employee Performance	Employee Competencies	Person Job-fit	Employee Information System
Job Satisfaction		0,386			

Employee Performance					
Employee Competencies	0,114	0,116			
Person Job-fit	0,174	0,006			
Employee Information System	0,230	0,022			

Source: Primary Data Processed (2025)

According to the results of the table above, it can be seen that the *f-square* value in the variable of job satisfaction on employee performance has a value of 0.386, which is a value above 0.35 classified as a strong influence. In the variable of the employee information system on job satisfaction, it has a value of 0.230, which is a value above 0.15 classified as a moderate influence. In the variable of the employee information system on employee performance, it has a value of 0.022, which is a value above 0.02, classified as a weak influence. In the variables of employee competence towards work pontification and employee performance, it has values of 0.114 and 0.116, which are values above 0.02 classified as weak influence. In the person job-ft variable to the work pontificate, it has a value of 0.174, classified as moderate influence, and in employee performance, it has a value of 0.006, below 0.02, classified as a weak influence.

1. Uji Hypothesis

Based on the data analysis carried out, the results are used to overcome the hypothesis in this study. Hypothesis testing involves checking T-Statistics and P-Values < 0.05 (Sarstedt et al., 2019). The following are the results of the hypothesis test obtained through *the inner model*:

Table

4.

8

Hypothetical Results

Hipotesis	Relationships Between Variables	T Statistics (O/STDEV)	P Values
H1	Employee Information System - > Job Satisfaction	3,896	0,000
H2	Employee Competencies - > Job Satisfaction	2,554	0,011

H3	Person Job-fit -> Job Satisfaction	2,834	0,005
H4	Employee Information System -> Employee Performance	1,259	0,209
H5	Employee Competencies -> Employee Performance	2,373	0,018
H6	Person Job-fit -> Employee Performance	0,447	0,655
H7	Job Satisfaction -> Employee Performance	4,530	0,000
H8	Employee Information System -> Job Satisfaction -> Employee Performance	3,172	0,002
H9	Employee Competencies -> Job Satisfaction -> Employee Performance	2,171	0,030
H10	Person Job-fit -> Job Satisfaction -> Employee Performance	2,345	0,019

Source: Primary Data processed (2025)

The following is a summary of the hypothesis results:

1. Hipotesis 1

The results showed that the influence of the Employee Information System on Job Satisfaction had a statistical T-value of 3.896 and a P-Value of 0.000. The statistical T-value is greater than the table T ($3.896 > 1.990$) and the P-Value is smaller than the alpha standard of 5% ($0.000 < 0.05$), which shows a significant influence between the Employee Information System on Job Satisfaction. A positive path coefficient value shows that the better the Employee Information System, the higher the Job Satisfaction provided. Thus, the first hypothesis (H1) is accepted.

2. Hipotesis 2

The results showed that the effect of Employee Competency on Job Satisfaction had a statistical T-value of 2.554 and a P-Value of 0.011. The statistical T-value is greater than the table T ($2.554 > 1.990$) and the P-Value is smaller than the alpha standard of 5% ($0.011 < 0.05$), which shows a significant influence between Employee Competency on Job Satisfaction. A positive path coefficient value shows that the better the Employee Competence, the higher the Job Satisfaction provided. Thus, the second hypothesis (H2) is accepted.

3. Hipotesis 3

The results showed that the influence of Job-fit Person on Job Satisfaction had a statistical T value of 2.834 and a P-Value of 0.005. The statistical T-value is greater than the T table ($2,834 > 1,990$) and the P-Value is smaller than the alpha standard of 5% ($0.005 < 0.05$), which shows a significant influence between Job-fit Persons on Job Satisfaction. A positive path coefficient value shows that the better the Person Job-fit, the higher the Job Satisfaction provided. Thus, the third hypothesis (H3) is accepted.

4. Hipotesis 4

The results of the study show that the influence of the Employee Information System on Employee Performance has a statistical T-value of 1.259 and a P-Value of 0.209. The statistical T-value is smaller than the T table ($1,259 < 1,990$) and the P-Value is greater than the alpha standard of 5% ($0.209 > 0.05$), which indicates that there is no significant influence between the Employee Information System on Employee Performance. Thus, the fourth hypothesis (H4) is rejected.

a. Hipotesis 5

The results of the study showed that the effect of Employee Competency on Employee Performance had a statistical T-value of 2.373 and a P-Value of 0.018. The statistical T-value is greater than the T table ($2.373 > 1.990$) and the P-Value value is smaller than the alpha standard of 5% ($0.018 < 0.05$), which shows a significant influence between Employee Competence on Employee Performance. A positive path coefficient value shows that the better the Employee Competence, the higher the Employee Performance given. Thus, the fifth hypothesis (H5) is accepted.

1. Hipotesis 6

The results of the study showed that the influence of Person Job-fit on Employee Performance had a statistical T-value of 0.447 and a P-Value of 0.655. The statistical T-

value is smaller than the table T ($0.447 < 1.990$) and the P-Value is greater than the alpha standard of 5% ($0.655 > 0.05$), which shows that there is no significant influence between Person Job-fit on Employee Performance. Thus, the sixth hypothesis (H6) is rejected.

2. Hipotesis 7

The results of the study show that the effect of Job Satisfaction on Employee Performance has a statistical T-value of 4.530 and a P-Value of 0.000. The statistical T-value is greater than the table T ($4,530 > 1,990$) and the P-Value is smaller than the alpha standard of 5% ($0.000 < 0.05$), which shows a significant influence between Job Satisfaction on Employee Performance. A positive path coefficient value shows that the better the Job Satisfaction, the higher the Employee Performance given. Thus, the seventh hypothesis (H7) is accepted.

b. Hipotesis 8

The results show that the effect of job satisfaction mediation on employee information systems on employee performance has a statistical T value of 3.172 and a P-Value of 0.002. The statistical T value is greater than the T table ($3.172 > 1.990$) and the P value is 0.002 or smaller than the alpha standard of 5% ($0.002 < 0.05$) shows the influence of job satisfaction mediation in the employee information system on employee performance. The value of the positive path coefficient shows the influence exerted by the job satisfaction mediation on the employee information system on the performance of the positive value employee. It can be said that good job satisfaction can support employee information systems to improve employee performance or the eighth hypothesis (H8) is accepted

1. Hipotesis 9

The results showed that the effect of job satisfaction mediation on employee competence on employee performance had a statistical T-value of 2.171 and a P-Value

of 0.030. The statistical T value is greater than the T table ($2.171 > 1.990$) and the P value is 0.030 or lower than the alpha standard of 5% ($0.030 < 0.05$) shows the effect of job satisfaction mediation on employee competence on employee performance. The value of the positive path coefficient shows the influence provided by the job satisfaction mediation on employee competence on the performance of positive value employees. It can be said that good job satisfaction can support employee competence to improve employee performance or the ninth hypothesis (H9) is accepted

2. Hipotesis 10

The results showed that the effect of job satisfaction mediation on job-fit people on employee performance had a statistical T-value of 2.345 and a P-Value of 0.019. The statistical T value is greater than the T table ($2.345 > 1.990$) and the P value is 0.019 or smaller than the alpha standard of 5% ($0.019 < 0.05$) shows the effect of job satisfaction mediation on job-fit people on employee performance. The value of the positive value path coefficient shows the influence exerted by the job satisfaction mediation on the job-fit person on the performance of the positive value employee. It can be said that good job satisfaction can support job-fit people to improve employee performance or the tenth hypothesis (H10) is accepted.

1. The Influence of the Employee Information System (SIMPEG) on Job Satisfaction at the XYZ Health Center

The results of the study showed that the Employee Information System had a significant effect on Job Satisfaction with a statistical T value of 3.896 and a P-Value of 0.000. The results of the study revealed that the Employee Information System has a positive and significant influence on Job Satisfaction. This shows that an effective and easily accessible information system is able to increase the comfort and ease of employees in carrying out their duties, thereby having an impact on increasing job satisfaction.

The employee information system (SIMPEG) plays an important role in supporting the management of personnel data in an efficient and structured manner. At the XYZ Health Center, the existence of SIMPEG at the XYZ Health Center has allowed the processing of personnel data such as work schedules, promotion history, leave rights, and salary management to be carried out more transparently and quickly Nurhasanah et al. (2023). This integrated system makes it easier for employees to access personnel information independently, thereby speeding up the administrative process and reducing administrative workload (Wahid, 2023).

This condition is expected to increase employees' sense of comfort and trust in organizational management, which ultimately has a positive impact on their job satisfaction (Given & Rachmadi, 2023). Employee job satisfaction is closely related to their perception of fairness, efficiency, and support provided by the organizational system (Mariyanto & Supriansyah, 2021). A well-designed SIMPEG can meet the needs of employees in terms of information accessibility, clarity of rights and obligations, and ease of personal data management (Rijal, 2020). When employees feel that the system supports them in carrying out their duties and provides transparency in personnel management, they tend to feel more satisfied with their work (Syafila, 2019). The results of this study are supported by Amin & Pancasasti, (2021) and Aftariansyah & Ratnawili, (2023) who stated that the more effective the implementation of SIMPEG, the higher the level of employee job satisfaction.

1. The effect of employee competence on job satisfaction at the XYZ Health Center

Employee competence also has a significant influence on Job Satisfaction with a statistical T-value of 2.554 and a P-Value of 0.011. The influence of Employee Competency on Job Satisfaction has also been proven to be significant and positive. The competencies possessed by employees, both in the form of knowledge, skills, and professional attitudes, directly increase confidence and satisfaction with the work done. This shows that competency

development is an important factor in maintaining employee motivation and satisfaction in the organization.

Employee competence is one of the important factors that affect job satisfaction, especially in the health service environment such as the XYZ Health Center. Employee competencies include abilities, knowledge, skills, and behaviors that are in accordance with the demands of Junaidi's (2021) job (Ratna, 2023). When employees have adequate competencies, they tend to feel more confident and able to carry out tasks effectively, resulting in a more satisfying work experience (Jayanti et al., 2021; Koto & Wulandari, 2020).

In the context of the XYZ Health Center, the level of employee job satisfaction is also influenced by how well the competencies they have to support quality health services to the community (Wanma, 2023; Nassrulloh et al., 2019). Competent employees are better able to complete tasks efficiently, establish good relationships with colleagues, and provide services in accordance with health standards (Pagisi, 2021; Anggriawan et al., 2023).

This not only increases job satisfaction, but also has a positive impact on patient satisfaction, thus creating a more conducive work environment (Hefni, 2022; Supriyanto, 2023). Based on job satisfaction theories such as *the Job Characteristics Model*, employee competencies play a role in creating harmony between individual abilities and job demands, which ultimately increases job satisfaction (Widiastuti, 2021; Handoko et al., 2022). Therefore, the results of this research are supported by employee competence is one of the important factors that affect job satisfaction, especially in the health service environment such as the XYZ Health Center. Employee competencies include abilities, knowledge, skills, and behaviors that are in accordance with the demands of Junaidi's (2021) job (Ratna, 2023). When employees have adequate competencies, they tend to feel more confident and able to carry out tasks effectively, resulting in a more satisfying work experience (Jayanti et al., 2021; Koto & Wulandari, 2020).

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Therefore, it can be hypothesized that there is a positive and significant influence between employee competence and job satisfaction at the XYZ Health Center Rahman et al., (2021) that there is a positive and significant influence between employee competence and job satisfaction at the XYZ Health Center.

1. The Effect of Person Job-Fit on Job Satisfaction at the XYZ Health Center

The effect of Person Job-fit on Job Satisfaction was proven to be significant with a statistical T-value of 2.834 and a P-Value of 0.005. Person Job-fit or the suitability between employee abilities and job demands was found to have a significant effect on Job Satisfaction. When employees feel they are a good fit for the task they are given, they tend to be more motivated and satisfied with their work. These findings support the fit in person-environment theory which asserts that alignment between individuals and work affects well-being and job satisfaction.

Person Job fit, or the fit between individuals and the work being performed, plays an important role in determining employee job satisfaction. This concept reflects the extent to which an individual's skills, abilities, interests, and values match the demands of the job as well

as the workplace environment. The concept of Person job fit reflects the extent to which individual skills, abilities, interests, and values match the demands of the job and the workplace environment (Riant 2023; Choi et al., 2022; Nielsen et al., 2020). In the context of the XYZ Health Center, a good job fit can encourage employees to work more optimally because they feel that the work done is in accordance with their competencies and interests (Huy et al., 2019).

When employees feel they are a good fit for their job, they tend to be more comfortable, motivated, and valued, which ultimately increases their job satisfaction (Juari, 2023; Issah, 2021). Previous research has shown that good person job fit is often positively correlated with job satisfaction (Widyana & Bagia, 2022). The results of this study are supported by Saufi et al., (2020) that person job fit has a positive influence on employee job satisfaction at the XYZ Health Center. And Mahardika's research, (2023) the higher the level of compatibility between an individual and his job, the more likely an employee is to feel satisfied with his work.

1.The Influence of the Employee Information System (SIMPEG) on Employee Performance at the XYZ Health Center

The effect of the Employee Information System on Employee Performance was not significant with a statistical T-value of 1.259 and a P-Value of 0.209. The influence of the Employee Information System on Employee Performance does not show significance. This result indicates that the existence of an employee information system alone is not enough to directly improve employee performance (Akbar et al., 2020). Poetra & Fajriyah, (2024) show that employee performance is influenced by various supporting factors. For example, work motivation, discipline, and work environment have been found to have a significant effect on employee performance, as shown by several studies that note a positive relationship between work motivation and employee performance (Rahman et al., 2022), and (Rares et al., 2023).

In addition, research by Wahyuni et al. (2023) also emphasizes the importance of support facilities and social conditions, which shows that employee performance does not only depend on information systems, but also on external factors such as the work environment. Therefore, to improve employee performance, it is important for organizations to pay attention to the balance between the information system that is run and efforts to encourage employee motivation and job satisfaction. From this opinion, it can be concluded that to achieve optimal employee performance, organizations must not only focus on the use of employee information systems, but also develop other supporting factors, such as motivation, job satisfaction, and a conducive work environment. This is important so that the implementation of the information system can run effectively and contribute to the achievement of the expected employee performance. Therefore, the results of this study are not in line with Usmana, (2023); Wahid, (2023); Given & Rachmadi, (2023) which stated that the Employee Information System (SIMPEG) has a positive effect on employee performance.

1.The Influence of Employee Competence on Employee Performance at the XYZ Health Center

Employee Competence has a significant influence on Employee Performance, with a statistical T of 2.373 and a P-Value of 0.018. Employee Competence has been proven to have a positive and significant influence on Employee Performance. Employees who have good abilities and expertise are able to carry out their duties effectively and efficiently so as to produce optimal performance. These findings reinforce the importance of organizational investment in employee training and competency development to achieve expected performance goals.

Employee competence is an important factor that affects individual performance in the organization. Competencies include the skills, knowledge, and attitudes necessary to perform tasks effectively. Employee competence includes the skills, knowledge, and attitudes needed

to carry out their duties effectively Oktikasari (2023)Firmansyah, 2020). Employees who have adequate competence tend to be better able to complete their work well, make the right decisions, and provide quality services (Madhuri et al., 2022; Salsabila & Hermana, 2021).

Employee performance is influenced by the extent to which the competencies possessed are in line with the demands of the job (Hartono, 2022; Nurhafni, 2022). Employees with relevant skills and knowledge will be more productive, efficient, and motivated at work (Suharyanto, 2022; Wulandari, 2022). In addition, positive attitudes, such as responsibility and adaptability, also support the achievement of optimal performance (Alfiyah, 2019; Anwar, 2024).

In the health environment, competent employees will be better prepared to face challenges, such as dealing with patients with diverse needs or responding to emergency situations, so as to increase patient satisfaction and achieve organizational targets (Komara, 2019).

1.The Influence of Person Jobfit on Employee Performance at the XYZ Health Center

The effect of Person Job-fit on Employee Performance was not significant, with a statistical T of only 0.447 and a P-Value of 0.655. Person Job-fit does not have a significant effect on Employee Performance. This shows that even if employees feel comfortable with the job they are doing, this factor is not strong enough to improve performance directly without the support of other factors such as job satisfaction and motivation (Kusaeni., 2023). Research by Agustina et al. (2024) indicates that although person job fit contributes to improving employee performance, it is not direct and requires support from other factors in the work environment.

Ideally, to improve employee performance, organizations need to pay attention to the combination of job suitability, job satisfaction, and motivation. Rosdiana et al., (2022) and

Herawati et al., (2022) show that job satisfaction has a significant influence on employee performance, with results showing that job satisfaction contributes positively to employee performance. Therefore, organizations need to create a supportive work environment so that employees not only feel fit for their job, but also motivated and satisfied in carrying out their duties. A combination of these approaches can help maximize overall employee performance. Therefore, the results of this study are not supported by the research of Xiao et al., (2021) and Mahardika, (2023) that job fit has a positive effect on employee performance at the XYZ Health Center.

1.The Effect of Job Satisfaction on Employee Performance at the XYZ Health Center

Job Satisfaction has been proven to have a significant positive effect on Employee Performance with a statistical T of 4.530 and a P-Value of 0.000. Job Satisfaction was found to have a positive and significant influence on Employee Performance. Employees who are satisfied with their work will show higher productivity and commitment, resulting in improved overall performance. These findings are consistent with the theory of job satisfaction that links satisfaction to positive work outcomes and employee retention.

Job satisfaction is one of the important factors that affect employee performance in an organization. Job satisfaction can be defined as the extent to which an employee is satisfied with his or her job, which includes aspects such as salary, promotion, relationships with colleagues, supervision, and working conditions. Job satisfaction can be defined as the extent to which an employee feels satisfied with his or her work, which includes aspects such as salary, promotion, relationships with colleagues, supervision, and working conditions (Mubarok et al. 2022; Irawati et al., 2023). At the XYZ Health Center, the level of employee job satisfaction can be the main key in ensuring the quality of health services to the community (Astuti & Amalia, 2021; Nurdiansyah et al., 2020).

Employee performance is the result of the efforts and ability of employees to complete their tasks in accordance with the standards set by the organization (Ekhsan & Setiawan, 2021; Perkasa et al., 2023). Various previous studies have shown that there is a positive relationship between job satisfaction and employee performance (Munandar et al., 2019; Rahman et al., 2022). The results of this study are also supported by XYZ Soomro & Shah, (2019) and Ma et al., (2019) who stated that job satisfaction has a significant influence on employee performance at Puskesmas. The higher the level of employee job satisfaction, the higher the performance they show (Anam & Suyoto, 2021).

1.The Influence of Employee Information System (SIMPEG) on Employee Performance through Job Satisfaction as a Mediation at the XYZ Health Center

Job Satisfaction mediates the relationship between the Employee Information System and Employee Performance, as evidenced by a statistical T of 3.172 and a P-Value of 0.002. Job Satisfaction plays a significant role as a mediator in the relationship between Employee Information Systems and Employee Performance. This shows that a good information system increases job satisfaction first, which then contributes to improved performance. Thus, job satisfaction is an important path that connects information systems with employee performance.

The employee information system (SIMPEG) has an important role in supporting employee performance improvement through more efficient, accurate, and transparent management of personnel data. With SIMPEG, employees can access information related to their employment, such as personal data, leave rights, performance history, and career development opportunities, easily and quickly. SIMPEG has an important role in supporting employee performance improvement through more efficient, accurate, and transparent management of personnel data (Ulyanah et al., 2021). With SIMPEG, employees can access

information related to their employment easily and quickly, thereby creating a more organized work environment and minimizing administrative barriers (Rosmiati et al., 2023).

When employees feel that the personnel information system supports their work activities, they tend to be more focused, productive, and motivated in carrying out their duties, thus having a positive impact on individual performance (Ridjal et al., 2023; Salsabila & Hermana, 2021). Job satisfaction is a significant mediating variable in the relationship between SIMPEG and employee performance (Mariasa et al., 2021; Aminah et al., 2021). Job satisfaction arises when employees feel the ease of accessing information, transparency in the management of personnel data, and fairness in system-based administration (Aminah et al., 2021; Purnamarini, 2021). A well-managed SIMPEG can meet employees' needs for work efficiency, recognition, and a sense of fairness, which ultimately increases their satisfaction (Hartono, 2022; Shabri et al., 2021). This satisfaction not only creates a conducive work atmosphere, but also motivates employees to make their best contribution to the organization (Akilah & Rahman, 2020; Subandi, 2023). With job satisfaction as mediation, the relationship between SIMPEG and employee performance becomes stronger (Wibowo, 2023). SIMPEG not only functions as a technical tool, but also plays a strategic role in building employee loyalty and engagement. Employees who are satisfied with the work system supported by SIMPEG will have an intrinsic drive to improve the quality of their performance

1. The Influence of Employee Competence on Employee Performance through Job Satisfaction as a Mediation at the XYZ Health Center

The role of Job Satisfaction mediation in the relationship between Employee Competency and Employee Performance is also significant, with a statistical T of 2.171 and a P-Value of 0.030. The mediating role of Job Satisfaction has also been shown to be significant in the relationship between Employee Competence and Employee Performance. High competence will increase employee job satisfaction, which ultimately encourages better

performance. These findings emphasize the importance of paying attention to the psychological well-being of employees in addition to developing technical skills.

Employee competence is one of the key factors that affect employee performance in an organization, including at the XYZ Health Center. Employee competence, which includes knowledge, skills, and attitudes that are in accordance with the demands of the job, has a positive relationship with employee performance (Sjahril 2024). Competent employees tend to be more productive, able to complete tasks on time, and provide high-quality services to patients.

On the other hand, employee competence also contributes to job satisfaction levels (Hasanah & Lo, 2020). Employees who feel competent in their jobs tend to have high confidence, get recognition, and feel more comfortable with their responsibilities. This job satisfaction then motivates employees to work better and provide the best for the organization (Nurdiansyah et al., 2020; Amin, 2022).

Thus, job satisfaction acts as a mediating variable that connects employee competence with employee performance (Putra, 2023; Sultana & Malik, 2019). When employees feel satisfied that their competencies are valued, they are more likely to commit to their tasks, improve the quality of work, and contribute to the maximum (Novitasari & Putra, 2023).

1. The Influence of Person Jobfit on Employee Performance through Job Satisfaction as a Mediation at the XYZ Health Center

Job Satisfaction is a significant mediator between Person Job-fit and Employee Performance, with a statistical T-value of 2.345 and a P-Value of 0.019. Job Satisfaction plays a significant mediator in the influence of Person Job-fit on Employee Performance. Although Person Job-fit does not have a direct effect on performance, through increasing job satisfaction, job suitability can indirectly improve employee performance. This confirms that job

satisfaction is a crucial factor that optimizes the relationship between job suitability and performance outcomes.

The influence of person job fit on employee performance can be explained through the concept that the fit between individuals and the work they do (person-job fit) plays an important role in determining performance effectiveness. The concept of person job fit reflects the extent to which an individual's abilities, skills, interests, and values are in accordance with the demands of the job and work environment. When an employee feels that their job suits them, they tend to be more motivated, focused, and able to carry out their duties optimally (Diamantidis & Chatzoglou, 2019).

Job satisfaction acts as a mediating variable that connects person job fit with employee performance (Rayton et al., 2019; Kaur & Kaur, 2023). Employees who feel that their work is in accordance with their personal skills and preferences tend to experience higher levels of job satisfaction (Osayande & Okolie, 2019; Berisha & Lajçi, 2020). This job satisfaction then motivates employees to work better and provide the best for the organization (Stich, 2020). The results of this study are in line with the hypothesis that person job fit has a positive influence on employee performance, either directly or through job satisfaction as a mediation (Bagia et al., 2021; Ateeq & Alzoraiki, 2023). This confirms that job satisfaction acts as a bridge that strengthens the relationship between person job fit and performance (Agustian & Rachmawati, 2021)

CONCLUSION

The study has conclusions about the influence of employee information systems, employee competencies and person-jobfit on the performance of xyz health center employees with job satisfaction as a mediating variable, as follows:

1. Employee Information System has a positive and significant effect on employee job satisfaction.
2. Employee Competence significantly increases Employee Job Satisfaction.
3. Person Job-fit has a positive and significant influence on employee job satisfaction.
4. The Employee Information System does not have a significant direct effect on Employee Performance.
5. Employee Competence has a direct positive and significant influence on Employee Performance.
6. Person Job-fit does not have a significant direct effect on Employee Performance.
7. Job Satisfaction has a positive and significant effect on Employee Performance.
8. Job Satisfaction mediates the relationship between the Employee Information System and Employee Performance significantly.
9. Job Satisfaction also mediates the relationship between Employee Competencies and Employee Performance significantly.
10. Job Satisfaction is a significant mediator in the relationship between Person Job-fit and Employee Performance.

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