

The Role Of Job Satisfaction In Mediating Job Training To Improve The Quality Of Service In The Main Clinic Of Semarang City

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ABSTRAK: Salah satu faktor utama tentang dunia kesehatan adalah pelayanannya, tidak menutup kemungkinan jika kualitas pelayanan adalah hal terpenting yang harus dimiliki setiap instansi, karena pelayanan berkaitan erat dengan adanya asumsi-asumsi yang akan terjadi. Seperti masalah yang terjadi pada situs berita yang mengaitkan kelalaian medis dengan kualitas pelayanan yang diberikan terhadap pasien, hal tersebut dapat memicu adanya asumsi negatif terhadap instansi terkait yang diberitakan. Dengan adanya masalah tersebut maka pelayanan yang diberikan harus memiliki dorongan dari pelatihan kerja dan dipengaruhi oleh adanya kepuasan kerja. Penelitian ini dibuat untuk menganalisis pengaruh pelatihan kerja dengan menggunakan metode sensus 40 karyawan dan dikumpulkan melalui data kuesioner. Metode yang digunakan dalam penelitian ini adalah metode kuantitatif dan dianalisis dengan Smart PLS 4.0. Hasil dari penelitian ini menunjukkan pengaruh positif pelatihan kerja yang diberikan untuk meningkatkan kualitas pelayanan dan juga mendapatkan hasil signifikan melalui mediasi ataupun tanpa melalui mediasi kepuasan kerja. Penelitian ini menghasilkan pembahasan dengan semakin tinggi adanya peningkatan pada kepuasan kerja maka akan semakin tinggi juga pengaruhnya terhadap pelatihan kerja dan kualitas pelayanannya.

Kata kunci: pelatihan kerja, kualitas pelayanan, kepuasan kerja, upskilling.

ABSTRACT: One of the main factors in the world of health is service. Service quality may be the most important thing that every agency must have because service is closely related to assumptions about what will happen. Such as problems that occur on news sites that link medical negligence to the quality of services provided to patients, can trigger negative assumptions about the relevant agencies being reported on. Given these problems, the services provided must be motivated by job training and influenced by job satisfaction. This research was created to analyze the effect of job training using a census method of 40 employees and collected through questionnaire data. The method used in this research is quantitative and analyzed with Smart PLS 4.0. The results of this research show the positive influence of job training provided to improve service quality and also obtain significant results through mediation or without mediation on job satisfaction. This research results in the discussion that the higher the increase in job satisfaction, the higher the impact on job training and service quality.

Keywords: job training, service quality, job satisfaction, upskilling.

1. INTRODUCTION

In today's modern era, the business world is moving with extraordinary development, marked by increasingly competitive competition and intense creativity to be the first. This situation increasingly triggers business people to continue to innovate and are required to compete to survive amidst the onslaught of competitors. The role of human resources at this time is very much needed to be able to continue to create creative ideas and innovate in the business world. Apart from ideas, there must be encouragement to continue learning and developing to keep up with changing trends and adapt to market changes.

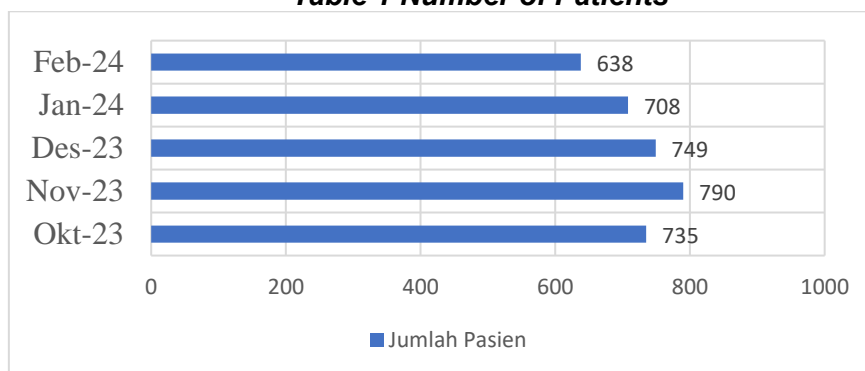
This situation for business actors must be balanced with a focus on the role of human resource (HR) development. A human resource that has adequate skills and knowledge is a valuable asset for the company that owns it. Companies can have skills and knowledge in their human resources through training or upskilling and can be supported by creating positive development in the company. By providing training in the company for its human resources, the company can improve its quality and achieve success in this era of modernization.

According to Nursalim (2022) service quality is defined as an effort to balance customer expectations while satisfying the needs and desires of consumers or clients (customers). Kasinem (2020) stated that the form of effort in providing services was carried out to the maximum extent provided by the company in fulfilling the needs and expectations of customers.

The challenge in the world of health to provide the best and fairest services is a problem that needs to be addressed immediately (www.ugm.ac.id, 2023). Problems that occur due to medical negligence are closely related to the quality of service provided by the agency so that management resources at the agency are linked to all parties (Kompas.id, 2023). One of the government's efforts to overcome the problem of quality of health services in Indonesia is through the Indonesian Red Cross in Semarang City which made a breakthrough by inaugurating the main clinic and in-depth discussions related to improving the quality of health services (www.pmikotasemarang.or.id, 2023). There was an inauguration of the main clinic, especially in Semarang City, so that the main clinic became the main focus regarding the quality of its services.

The following is a data table on the number of patients owned by the Elia Farma Main Clinic, Semarang City. It can be seen that the number of patients decreased from November 2023 - February 2024. The decrease in the number of patients could be caused by a gap in the quality of service expected by patients and that provided by health services. Excellent service quality causes patients to tend to make return visits or use services that they feel can meet their needs (Purnamasari & Budiatmo, 2019). Health services provided by medical personnel are unable to meet patient expectations because the quality of the services provided is considered low, resulting in a decrease in the number of patients (Arif et al., 2023).

Table 1 Number of Patients



Source: Secondary data processed, 2024

One factor that can influence service quality is upskilling training. With training provided by a company, there will be high demands and expectations on the quality produced by human resources, including service quality. One effort to improve service quality can be done through training (Ridho, 2020). The training that employees participate in will improve the quality of service (Azisah et al., 2020). Apart from influencing improving service quality, training also influences job satisfaction.

Previous research Meidita (2019) shows that training has a significant effect on job satisfaction. According to Nurpratama & Yudianto (2022), job satisfaction can be interpreted as an emotional attitude that is pleasant and loves one's work in terms of tasks, workplace, and relationships between fellow workers in the company. Almost the same as the previous opinion, job satisfaction is the emotional attitude that employees have toward their work and environment which is described by work messages, obedience, and work results (Yaningsih & Triwahyuni, 2022). There are differences in the results of the research conducted Azzahro & Achmad, (2023) who found that training had no significant effect on job satisfaction.

Another factor that influences service quality is job satisfaction. Research conducted by Lassa & Tiza, (2021) revealed that service quality is influenced by job satisfaction. Differences in results were obtained Mubyl & Dwinanda, (2020) in the form of job satisfaction does not have a significant effect on service quality.

Setiani & Febrian (2023) Training refers to practices provided as coaching, mentoring, or other learning opportunities to employees in a company to inspire and motivate. According to Mulyadi et al. (2018) forms of training can cover work ethics; work skills; training materials; training methods; the number of training sessions, and the desired improvement will be achieved. With training carried out by agencies, it can influence job satisfaction and it is hoped that it can also improve service quality.

Based on previous research and phenomena that have occurred, the researcher wants to examine (i) the influence of the training that will be carried out to influence job satisfaction and service quality and, (ii) the strategies that will be carried out to increase the total number of patients for the next month and year. It is hoped that this writing can guide relevant agencies to improve the quality of service to patients.

2. METHOD

According to Wibowo; et al. (2024), motivation contributes to job satisfaction and plays a role in avoiding dissatisfaction at work. This research tested these elements at the Elia Farma Main Clinic to find their influence on job satisfaction. This research is also driven by the hypothesis that motivation and hygiene significantly influence job satisfaction.

Service quality is defined as an effort to fulfill customer needs and desires, and deliver treatment that can balance customer expectations (Ari & Hanum, 2021). Service quality is a service that includes convenience, speed, relationships, abilities, and friendliness which are addressed through attitudes & traits in providing services for consumer satisfaction to meet expectations (Ilahi & Arifuddin, 2022). Service quality indicators Setianingsih & Susanti (2021) can be measured through (1) Reliability; (2) Responsiveness; (3) Trust (assurance); (4) Empathy; and (5) Tangible.

Factors that can influence service quality according to Anathasia & Mulyanti, (2023) namely: (1) Awareness factor, with awareness you can be expected to carry out tasks with seriousness and self-discipline; (2) Regulatory factors, the rules that have been made must be able to be implemented and followed; (3) Organizational factors, the application of service facilities is shown to someone who has time and multi-complex desires; (4) Empathy factor, the impression given in carrying out work; (5) Ability and skill factors, which have an influence on work and are expected to be carried out according to existing provisions.

A learning process for every job in increasing work productivity related to work that needs to use effective teaching techniques is the definition of job training (Jumani & Rianto, 2023). Additionally, according to Syesilia & Arif (2021) defines job training as a process of teaching certain knowledge, skills, and attitudes so that employees become more skilled in carrying out responsibilities. Job training indicators acc Jumas et al.

(2021) including: (1) The material provided must be appropriate to the training field; (2) Instructors are required to master the material and be able to convey it communicatively and clearly; (3) Training assignments at the end of the session so that employees taking part in the training can understand the material; (4) Manage time well; (5) Props can support training sessions. The impact obtained from job training Bachtiar (2021) namely related to (1) Efficiency; (2) Productivity; and (3) Organizational Benefits.

Job satisfaction can be defined as an attitude or feeling of satisfaction or dissatisfaction shown by employees in carrying out the tasks given by the leadership (Priskila & Ie, 2021). Different opinion Kusnadi et al., (2022), job satisfaction has the definition that an employee's satisfaction in a company will arise when there is no gap between what is desired and what is received. Indicators of job satisfaction according to Mohelska et al. (2020) namely: (1) Salary received; (2) Bonus or commission; (3) Work environment and; (4) Communication that exists in the workplace. Factors that can influence job satisfaction according to opinion Saktisyahputra & Susanto, (2022) are as follows: (1) Financial satisfaction factor, meeting employees' financial needs to meet their daily needs; (2) Physical satisfaction factor, related to the physical condition of the work environment and the physical condition of employees; (3) Social satisfaction factor, which has a good relationship with social interactions with fellow employees and with leaders and employees with different types of work; and (4) Psychological satisfaction factors, which have a relationship with employee psychology. The impact of job satisfaction according to Fauzi et al. (2022) including: (1) Ability, because job satisfaction will increase with an increase in productivity; (2) Absenteeism, to reduce absenteeism can provide opportunities for promotion, praise, and salary increases which can guarantee job satisfaction; and (3) Health, to support physical and mental performance.

Hypothesis Conjecture

According to Meidita (2019) and also Setiawan et al. (2021) with previous research which found that job training had a positive and significant effect on job satisfaction. This opinion is supported by the more frequently job training is carried out, the more individual employees will be able to increase their sense of satisfaction with the fulfillment of their work. Based on this description, it can be concluded that the hypothesis formulation is as follows:

H1: Job Training has a significant positive effect on Job Satisfaction

There is an opinion from previous research with the result that job satisfaction has a positive and significant effect on service quality, which is found in the journal (Lassa & Tiza, 2021) and have the same opinion on the journal (Sujarwanta et al., 2023). Job satisfaction can encourage the emergence of service quality and is one of the main factors for optimal results provided. Based on this description, it can be concluded that the hypothesis formulation is as follows:

H2: Job satisfaction has a significant positive effect on service quality

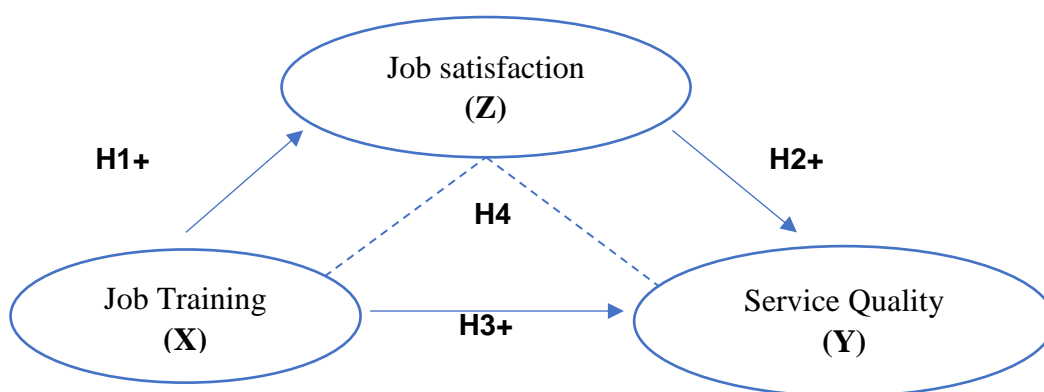
The results of research in previous journals, namely Ridho (2020) and is supported by other research that has the same results as the research Azisah et al. (2020) There is a significant influence on job training on improving the quality of service which results in more effective and efficient work, especially in changes that occur in applications such as changes in technology and changes in work methods. Based on this description, it can be concluded that the hypothesis formulation is as follows:

H3: Job Training has a significant positive effect on Service Quality

Given several results in previous research, it can be seen that this research will examine the results of job training which influence service quality through the mediation of job satisfaction, so it can be concluded that the hypothesis formulation is as follows:

H4: Job Satisfaction mediates the effect of Job Training on Service Quality

The variables in this research consist of three types, namely dependent variables (dependent variables), independent variables (independent variables), and intervening variables (mediation). The independent variable (X) includes job training, the dependent variable (Y) is service quality, and the mediating variable (Z) is job satisfaction. The research model can be illustrated as follows:



Picture 1 Research Model

3. RESEACRH METHODS

The type of research used in this research is quantitative research. Researchers used a saturated or census sample of 40 employees at the Semarang City branch of the Elia Farma Main Clinic. The data collection method uses a questionnaire distribution method that has been created and distributed to all employees at the Elia Farma Main Clinic, Semarang City.

Table 2

Operational Definition of Variables, Dimensions, Indicators, & Measurement Scales

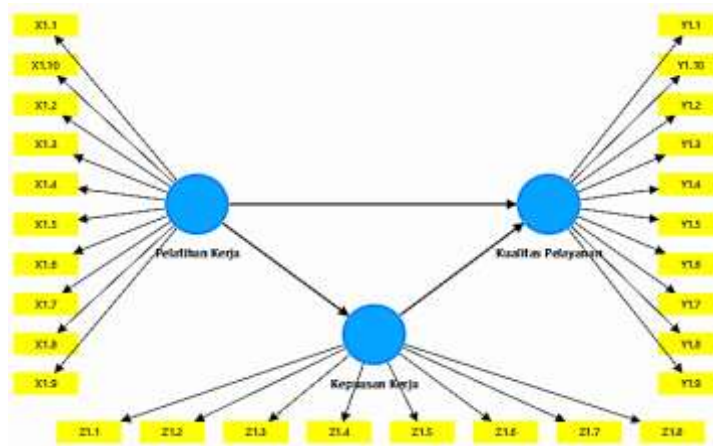
No	Research Variables	Dimensions	Indicator	Measurement Scale
1	Job training is the process of teaching certain knowledge, skills, and attitudes so that employees become more skilled in carrying out their responsibilities. (Syessilia & Arif, 2021)	<p>X1.1: The material provided must be appropriate to the field of training</p> <p>X1.2: Instructors are required to master the material and be able to convey it communicatively and clearly</p> <p>X1.3: Assignments in the training at the</p>	<ul style="list-style-type: none"> • Prepare the material provided in accordance with the competency unit in the training field. • Look for trainers/ instructors according to the field for training, and the material can be conveyed well by the audience. • Provide assignments at the end of the training to test 	<i>Four-point Likert scale</i> Rating Scale 1 – 4

No	Research Variables	Dimensions	Indicator	Measurement Scale
		<p>end of the session so that employees taking part in the training can understand the material</p> <p>X1.4: Manage your time well</p> <p>X1.5: Props can support training sessions.</p> <p>Source : (Jumas et al., 2021)</p>	<p>employee understanding of the training that has been carried out.</p> <ul style="list-style-type: none"> • Can consider time for training and time to return to work. • Complete training with teaching aids to support the ease of the material provided. 	
2	<p>Quality of service is defined as an effort to fulfill customer needs and desires, and the delivery treatment can balance customer expectations. (Ari & Hanum, 2021)</p>	<p>Y1.1: Reliability</p> <p>Y1.2: Responsiveness</p> <p>Y1.3: Trust</p> <p>Y1.4: Empathy</p> <p>Y1.5: Tangible</p> <p>Source : (Setianingsih & Susanti, 2021a)</p>	<ul style="list-style-type: none"> • Provide promised services accurately. • Able to adapt quickly to applicable changes. • Adhere to being fun, friendly, and always polite at work. • Understand the priority of quality service to patients. • Realizing that complete facilities and modern equipment are one of the measures of patient satisfaction. 	<p><i>Four-point Likert scale</i> Rating Scale 1 – 4</p>
3	<p>Job satisfaction can be defined as an attitude or feeling of satisfaction or dissatisfaction shown by employees in carrying out the tasks given by the leadership. (Priskila & Ie, 2021)</p>	<p>Z1.1: Salary received</p> <p>Z1.2: Bonus or commission</p> <p>Z1.3: Work environment</p>	<ul style="list-style-type: none"> • Get a salary commensurate with the workload experienced. • Get bonuses, after achieving goals that employees have achieved. • Creation of a comfortable work environment. 	<p><i>Four-point Likert scale</i> Rating Scale 1 – 4</p>

No	Research Variables	Dimensions	Indicator	Measurement Scale
		<p>Z1.4: Communication that exists in the workplace.</p> <p>Source : (Mohelska et al., 2020)</p>	<ul style="list-style-type: none"> Establish good communication with colleagues, leaders, and colleagues in different fields. 	

Source: Developed for this research, 2024

The data processing process in this research uses Structure Equation Modeling (SEM) and uses Smart PLS 4.0 software. Analysis results to check the alleged hypothesis in this study. The following is a picture of the Full Structural Equation Modeling in this research:



Picture 2 SEM Model

Source: Results processed by Smart PLS 4.0

4. RESEARCH RESULTS AND DISCUSSION

4.1. Respondent Characteristics

Based on the results of distributing questionnaires to respondents, it was found that the majority of respondents were female with a percentage of 82.9%, therefore work could be completed with good accuracy and neatness because women tend to have better interpersonal skills than men. With an age range of 21-30 years as much as 62.5%, there is productivity created for employees to provide creative ideas to the agency.

The minimum level of education accepted to work at the Elia Farma Main Clinic is high school or equivalent at 40%, this is because fresh graduates still have the potential to be able to apply knowledge from school to agencies and the maximum level of education is a specialist doctor at 5% to be able to provide diagnosis and treatment more accurate and specific. The average length of work for employees is 1 to 3 years with the marital status of most employees being unmarried with a percentage of 57.7%. The large number of unmarried employees can make employees focus on the work they are working on.

Table 3 Respondent Characteristics Data Table

Information	Amount	Percentage
A. Gender		
1. Woman	34	82.9%
2. Man	6	14.6%
Amount	40	100%
B. Age		
1. 21-30 Years	25	62.5%
2. 31-40 Years	8	20%
3. 41-50 Years	4	10%
4. 51-60 Years	2	5%
5. 61-70 Years	1	2.5%
Amount	40	100%
C. Last education		
1. High School Equivalent	16	40%
2. D3	13	32.5%
3. S1	6	15%
4. S2	3	7.5%
5. Other	2	5%
Amount	40	100%
D. Length of work		
1. <1 Year	4	10%
2. 1-3Years	16	40%
3. 4-5 Years	4	10%
4. 6-10 Years	6	15%
5. <10 Years	10	25%
Amount	40	100%
E. Marital status		
1. Not married yet	23	57.5%
2. Marry	17	42.5%
Amount	40	100%

Source: Primary data processed, 2024

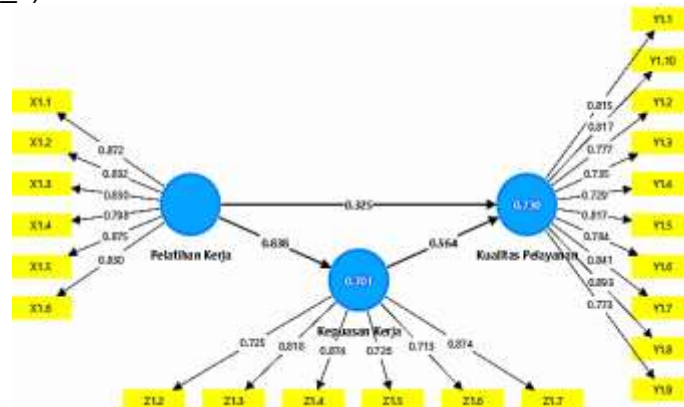
Analysis of Respondents' Open Questions

Based on the results of a questionnaire distributed by researchers who were assisted in filling it out by 40 respondents from the Elia Farma Main Clinic with the question "In your opinion, what makes someone feel satisfied at work?", the following findings were found:

- 1) There is satisfaction with the salary obtained by individual employees and also when their opinions contribute and are appreciated by colleagues and leaders.
- 2) One of the things that makes someone feel satisfied at work is good communication between teams and sufficient company feedback.
- 3) Having a work environment that is full of comfort and has a positive impact on each individual.
- 4) The success of patient satisfaction is shown by the patient coming back for treatment because the patient feels satisfied with the expectations expected of the service.

4.2. Evaluation of the Measurement Model (Outer Model Test)

The measurement model in this research consists of a reflective measurement model where the variables of job training, service quality, and job satisfaction are measured reflectively. On Ghozali & Aprilia Kusumadewi (2023) the validity of the reliability of the outer loading factor of the reflective construct must be above 0.70 (≥ 0.70) the results are in indicators **X1.7 (0.689)**, **X1.8 (0.634)**, **X 1.9 (0.629)**, **1.1 (0.661)** and **Z 1.8 (0.675)** have a result of less than 0.70, so the indicator is **deleted**. Besides indicators, we also look at Average Variance Extracted (AVE) ≥ 0.50 . Reliability values can be seen from Cronbach's Alpha, Composite Reliability (rho_a), and Composite Reliability (rho_c) all values must be ≥ 0.70 which is considered consistent (reliable).



Picture 3 Loading Factor of Research Variables

Source: Results processed by Smart PLS 4.0

Table 4
Table of Outer Loading, Composite Reliability, and Average Variance Extracted

Variable	Measure Items	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Job Training	X 1.1	Job training materials support the field of work.	0.872	0.917	0.935	0.705
	X 1.2	Every field has received job training.	0.832			
	X 1.3	Trainers master the material for job training.	0.830			
	X 1.4	Communicative delivery by the training supervisor.	0.798			
	X 1.5	Completion of job training is always accompanied by practical application.	0.875			
	X 1.6	There is a final assignment after job training.	0.830			
Service Quality	Y 1.1	The services provided are in accordance with applicable standards.	0.815	0.937	0.946	0.639

	Y 1.2	Quality service is consistently provided by all employees.	0.777			
	Y 1.3	After job training, can quickly adapt to new knowledge.	0.735			
	Y 1.4	Employees adapt quickly to existing changes.	0.729			
	Y 1.5	Act professionally when treating patients.	0.817			
	Y 1.6	Uphold the principles of hospitality and courtesy.	0.784			
	Y 1.7	Have self-awareness that patient needs are the main priority.	0.841			
	Y 1.8	Provide the best quality service by showing concern in certain situations.	0.893			
	Y 1.9	Pay attention to all existing work facilities and equipment so that patients feel comfortable.	0.773			
	Y 1.10	Adequate medical facilities and equipment are proof of caring.	0.817			
Job satisfaction	Z 1.2	The amount of salary received can determine individual job satisfaction.	0.725	0.878	0.909	0.626
	Z 1.3	Get a bonus or commission after achieving a job outside of your job desk	0.818			
	Z 1.4	Provide work appreciation for employees in the form of bonuses or commissions	0.874			
	Z 1.5	Comfortable when working in a clean and bright environment.	0.726			
	Z 1.6	A quiet working atmosphere without noise makes you	0.713			

		more focused on your work.				
	Z 1.7	Communication between employees, co-workers and leaders can be closely established.	0.874			

Source: Results processed by Smart PLS 4.0

The job training variable is measured by 6 (six) valid measurement items with outer loading between 0.798 – 0.875, which means that the six measurement items validly reflect the measurement of job training. The level of variable reliability is acceptable as shown by Cronbach's Alpha and Composite Reliability above 0.70 (Reliable). The level of convergent validity indicated by the AVE value of 0.705 > 0.50 meets the requirements for good convergent validity. Overall, the variation in measurement items contained by the variables reached 70.5%.

Of the six measurement items, measurement items X 1.1 and X 1.5 have the highest outer loading (0.872) and (0.875) which indicates that these two measurement items need to be maintained, the other measurement items are good enough but need to be improved.

Discriminant validity using the cross-loading method shows that job training results have a higher correlation than service quality and job satisfaction, such as the job training variable with measurement items.

The service quality variable is measured by 10 (ten) valid measurement items with outer loading between 0.729 – 0.893, which means that the ten measurement items validly reflect the measurement of service quality. The level of variable reliability is acceptable as shown by Cronbach's Alpha and Composite Reliability above 0.70 (Reliable). The level of convergent validity indicated by the AVE value of 0.639 > 0.50 meets the requirements for good convergent validity. Overall, the variation in measurement items contained by the variables reached 63.9%.

Of the ten measurement items, the measurement items Y 1.7 and Y 1.8 have the highest outer loadings (0.841) and (0.893) which indicates that these two measurement items need to be maintained, while the other measurement items are quite good but need to be improved/accelerated.

Discriminant validity using the cross-loading method shows that service quality has a higher correlation than job training and job satisfaction, such as the service quality variable with measurement items at Y 1.1 with a value of 0.815 which correlates higher than the job training variable (0.611) and job satisfaction (0.603).

The job satisfaction variable is measured by 6 (six) valid measurement items with outer loading between 0.713 - 0.874, which means that the six measurement items validly reflect the measurement of job satisfaction. The level of variable reliability is acceptable as shown by Cronbach's Alpha and Composite Reliability above 0.70 (Reliable). The level of convergent validity indicated by the AVE value of 0.626 > 0.50 meets the requirements for good convergent validity. Overall, the variation in measurement items contained by the variables reached 62.6%.

Of the six measurement items, the measurement items Z 1.4 and Z 1.7 have the highest and the same outer loading, namely (0.874), which indicates that these two

measurement items need to be maintained, the other four measurement items are quite good but need to be improved.

Discriminant validity using the cross-loading method shows that job satisfaction results have a higher correlation than job training and service quality, such as the job satisfaction variable with measurement items at Z 1.2 with a value of 0.725 which correlates higher than the job training variable (0.554) and service quality (0.565).

4.3. Measurement Model Evaluation (Inner Model Test)

PLS is a variance-based SEM analysis with the aim of testing model theory. Therefore, several measures were developed to state that the proposed model was acceptable, such as R Square, SRMR, NFI, and Goodness of Fit Index.

To see the fit model of the R Square value, you can see the following table:

Table 5 R Square

	R Square	R Square Adjusted
Job satisfaction	0.701	0.694
Service Quality	0.730	0.716

Source: Results processed by Smart PLS 4

Variations in job satisfaction can be explained by variations in job training and service quality of 69.4% and variations in service quality can be explained by variations in job training of 71.6%.

To see the GoF value, see the following table:

Table 6 Table Goodness Of Fit

	Cut Off	Results	Fit Models
SRMR	≤0.1	0.1	Fit
NFI	>0.90	0.475	Marginal

Source: Results processed by Smart PLS 4.0

SRMR is Standardized Root Mean Square Residual, this value is a measure of model fit with the model estimated correlation matrix. According to Hair et al. (2019) SRMR values between 0.08 – 0.10 indicate an acceptable fit model. The model estimation result is 0.10, which means that the model has an acceptable fit. The result of an NFI of 0.475 is categorized as marginal because it indicates that the model does not provide a maximum explanation.

To see the F Square value, see the following table:

Table 7 F Square Table

Hypothesis	F Square
Job Training – Job Satisfaction	2,350
Job Satisfaction – Service Quality	0.352
Job Training – Service Quality	0.117

Source: Results processed by Smart PLS 4.0

Testing the significant relationship between constructs is as follows:

Table 8 Path Coefficients - MEAN, STDEV, T Values, p values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P values
Job Training – Job Satisfaction	0.838	0.845	0.034	24,450	0,000
Job Satisfaction – Service Quality	0.564	0.567	0.174	3,239	0.001

Job Training – Service Quality	0.325	0.324	0.187	1,733	0.042
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Source: Results processed by Smart PLS 4.0

Job satisfaction has a positive effect on service quality with a coefficient of 0.564 and is significant at 5%.

Job training has a positive effect on job satisfaction with a coefficient of 0.838 and is significant at 5%.

Job training has a positive effect on service quality with a coefficient of 0.325 and is significant at 5%.

4.4. Hypothesis Discussion

1. The first hypothesis (H1) is accepted, namely that job training has a significant influence on job satisfaction with the results of the path coefficient (0.838) and p-value ($0.000 < 0.05$). Any changes to job training will increase the influence on job satisfaction. In the 95% confidence interval, the influence of job satisfaction in job training is between 0.787 and 0.898.

However, the existence of job training in increasing job satisfaction has a high influence at the structural level (f square = 2.350) Hair et al. (2021).

2. The second hypothesis (H2) is accepted, namely that it has a significant influence on job satisfaction on service quality with the results of the path coefficient (0.564) and p-value ($0.001 < 0.05$). Any change in job satisfaction will increase the influence on service quality. In the 95% confidence interval, the influence of service quality on job satisfaction lies between 0.261 to 0.849.

However, the existence of job satisfaction in improving service quality has a high influence at the structural level (f square = 0.352) Hair et al., (2021).

3. The third hypothesis (H3) is accepted, namely that job training has a significant influence on service quality with the results of the path coefficient (0.325) and p-value ($0.042 < 0.05$). Any changes to job training will increase the impact on service quality. In the 95% confidence interval, the influence of service quality in job training lies between 0.012 to 0.633.

However, the existence of job training in improving service quality has a moderate/moderate influence at the structural level (f square = 0.117) Hair et al., (2021).

Table 9 Specific Indirect Effects (Indirect Hypothesis Testing)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P values
Job Training → Job Satisfaction → Service Quality	0.472	0.483	0.147	3,271	0.001

Source: Results processed by Smart PLS 4.0

It turns out that the indirect relationship Job Training → Job Satisfaction → Service Quality is accepted with a coefficient of 0.472 and is significant at 5% (Ghozali & Aprilia Kusumadewi, 2023) to see whether there is mediation, you can look at the following VAF values:

Table 10 Table VAF

Value a (X → Z)	Value b (Z → Y)	Value c (X → Y)
0.838	0.564	0.325

$$VAF = \frac{a \times b}{ab + c} = \frac{0,838 \times 0,564}{0,4726 + 0,325} = \frac{0,4726}{0,7976} = 0.592/ 59.2\%$$

So, when making decisions based on VAF values <80% and >20%, there is **partial mediation**.

Discussion

The effect of job training on job satisfaction

The first hypothesis stated that job training has a positive and significant effect on job satisfaction. Based on the test results, this hypothesis is accepted. This can be demonstrated by understanding the material received by employees and carried out by trainers as mentors who are experienced in their field by carrying out complete training along with teaching aids to support employee understanding and good time management by not disturbing employees in completing their tasks during working hours. employees as additional experience to be able to provide opportunities and be able to prove that this can be used as an opportunity to obtain additional salary as a result of understanding new knowledge possessed by each employee.

Opportunities from job training can be used as provisions for employees to better maintain good communication between co-workers and leaders. If good communication is established, this will create a positive and comfortable work environment when working. The results of this research are supported by previous research obtained from (Meidita, 2019) that job training has a positive and significant effect on job satisfaction.

The influence of job satisfaction on service quality

The second hypothesis states that job satisfaction has a positive and significant effect on service quality. Based on the test results, this hypothesis is accepted. Some individuals always adjust the salary they receive to the way they provide services, this can be proven in this hypothesis. The influence of the amount of bonus received can influence motivation and enthusiasm for work, especially when providing consistent service. Supporting a work environment that is considered comfortable and provides peace of mind can be an additional point for employees in adapting to the application of new knowledge after training.

Not only that, if there is a supportive work environment, employees will always feel high self-awareness of their surroundings. And no less important is that communication is the main factor in the form of a sense of caring that is built within the scope of work. In this discussion, it is supported by previous research which produces a positive influence of job satisfaction on service quality (Lassa & Tiza, 2021).

The influence of job training on service quality

The third hypothesis states that job training has a positive and significant effect on service quality. Based on the test results, this hypothesis is accepted. The implementation of job training that is tailored to the material and field of job training can produce services that are expected to improve existing services. This opinion is supported by positive and significant results from previous research conducted by (Azisah et al., 2020).

The results of the open question in the questionnaire show that satisfaction with the salary given can influence satisfaction with the work carried out, and also the appreciation given by co-workers and leaders, as well as the feedback received from the company which is quite good, is one of the causes of the feeling of satisfaction itself. Companies that can value time as well as possible will create an environment with good communication because with time employees can appreciate the results of the work they have done that day.

Job satisfaction positively mediates the relationship between job training (X) and service quality (Y)

This fourth hypothesis states that job satisfaction positively mediates the relationship between job training and service quality, accepted. This hypothesis states that training not only has a direct effect on service quality but also job satisfaction. The existence of direct influence and indirect influence through mediating variables shows that part mediation, namely the independent variable can directly influence the dependent variable without going through or involving the mediating variable.

The findings of these results indicate that having a salary as a result of work can produce a desire to take part in job training which will provide new material to be applied to the job, which will further improve the quality of tangible services by realizing services that can be promised accurately and precisely. The greater the sense of satisfaction that employees receive, the greater their desire to continue participating in job training to improve the quality of service at the agency.

5. CLOSING AND SUGGESTIONS

5.1. Conclusion

Based on the research results and discussion in this study, it can be concluded that job training and service quality have a positive effect on job satisfaction, both directly and indirectly, which must go through mediation. The direct effect can be seen from the improvement in services after job training was held at the Main Clinic in Semarang City. Meanwhile, an indirect influence occurs through the mediation of job satisfaction, where employees who feel trained and satisfied with service quality tend to be more committed to the relevant agency.

5.2. Research Limitations

The limitations contained in this research are as follows:

1. In this research there is no discussion regarding job training carried out at the Elia Farma Main Clinic in detail as an illustration for readers because this is confidential and cannot be explained to the public.
2. This research has a small scope because it was only conducted in Semarang City to fill in the respondents, so the research results cannot be generalized.

5.3. Managerial Implications

5.3.1. Job Training

1. The material obtained in job training can be applied by employees in their work to get more effective and efficient results at work, as well as carry out evaluations in the application of the training.
2. Can adopt job training methods and change them to modern and more interactive, tailored to the company concerned so that they feel comfortable and communicative.

5.3.2. Service Quality

1. There will be improvements in services, especially at the Elia Farma Main Clinic, and can implement quality programs.
2. Determination of service standards will be clearer and measurable in all aspects of clinical services. The standards to be set must be communicated to all employees, from registration to completion of the inspection.
3. Regular monitoring and evaluation of service quality is useful in identifying the effectiveness of setting service standards.

5.3.3. Job satisfaction

1. Institutions must pay more attention to the adequacy of employee wages to fulfill a sense of satisfaction, remembering that salary is one of the main goals of individual employees doing their work.

2. Increase the impression of a comfortable work environment that is far from noise to give employees focus in completing their work.

5.4. Suggestion

Based on the research study, with positive results for service quality and job satisfaction, the existence of job training that can be carried out will have a good impact in the future, one of which is in the form of accountability to minimize complaints or complaints in the form of corrections to services, especially in clinic management in improving services. And related job training that will be carried out at the agency must be more specific in its activities and handling.

In future research, it is hoped that there will be other opinions so that research on the scope of Human Resources (HR) will broaden in scope and not rule out the possibility of providing new ideas on existing influences.

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