ABSTRAK

Program pelayanan pemenuhan gizi membutuhkan sumber daya manusia yang mampu menjaga kualitas pelaksanaan layanan secara konsisten. Namun, peningkatan kompetensi pegawai belum selalu diikuti peningkatan kinerja, sehingga motivasi dan kepuasan kerja perlu dipertimbangkan sebagai faktor yang menjelaskan pencapaian kinerja. Penelitian ini bertujuan menganalisis pengaruh kompetensi dan motivasi kerja terhadap kinerja pegawai, baik secara langsung maupun melalui kepuasan kerja pada Kepala Satuan Pelayanan Pemenuhan Gizi (SPPG) di Kabupaten Jember. Penelitian menggunakan pendekatan kuantitatif dengan desain eksplanatori. Sampel terdiri atas 139 Kepala SPPG yang dipilih menggunakan *purposive sampling* dari populasi 218 Kepala SPPG. Data dikumpulkan melalui kuesioner skala Likert enam poin dan dianalisis menggunakan *Structural Equation Modeling* berbasis WarpPLS. Hasil penelitian menunjukkan bahwa kompetensi berpengaruh positif dan signifikan terhadap kepuasan kerja, sedangkan motivasi kerja berpengaruh positif dan signifikan terhadap kepuasan kerja. Kompetensi tidak berpengaruh signifikan terhadap kinerja pegawai, sementara motivasi kerja dan kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja. Kepuasan kerja memediasi secara penuh pengaruh kompetensi terhadap kinerja dan memediasi secara parsial pengaruh motivasi kerja terhadap kinerja. Implikasi penelitian menegaskan pentingnya pengelolaan kompetensi yang disertai penguatan motivasi dan kepuasan kerja melalui pengembangan kemampuan, penghargaan, dukungan organisasi, kesempatan berkembang, serta lingkungan kerja yang kondusif agar kinerja Kepala SPPG dapat meningkat secara berkelanjutan. Temuan ini memperkuat *Two Factor Theory* Herzberg bahwa kondisi pekerjaan dan faktor motivasional perlu dikelola terpadu untuk menghasilkan kepuasan dan kinerja.

Kata Kunci: Kompetensi; Motivasi Kerja; Kepuasan Kerja; Kinerja Pegawai; SPPG

ABSTRACT

Nutrition fulfillment services require human resources capable of maintaining consistent service quality. However, stronger competence does not always translate directly into higher performance, indicating that work motivation and job satisfaction should be considered in explaining performance outcomes. This study analyzes the effects of competence and work motivation on employee performance, directly and indirectly through job satisfaction, among Heads of Nutrition Fulfillment Service Units (SPPG) in Jember Regency. A quantitative explanatory design was used. The sample comprised 139 SPPG Heads selected through purposive sampling from a population of 218. Data were collected using a six-point questionnaire and analyzed using Structural Equation Modeling with WarpPLS. The findings show that competence has a positive and significant effect on job satisfaction, while work motivation also positively and significantly affects job satisfaction. Competence has no significant direct effect on employee performance, whereas work motivation and job satisfaction have significant positive effects on performance. Job satisfaction fully mediates the effect of competence on performance and partially mediates the effect of work motivation on performance. These findings imply that competence development should be integrated with efforts to strengthen motivation and job satisfaction through training, recognition, organizational support, development opportunities, and a conducive environment. The study also supports Herzberg's Two-Factor Theory by showing that motivational and workplace factors should be managed jointly to foster job satisfaction and performance.

Keywords: *Competence; Work Motivation; Job Satisfaction; Employee Performance; SPPG*