

# **EFFECT OF COMPETENCY AND JOB PLACEMENT ON PERFORMANCE WITH JOB SATISFACTION AS INTERVENING VARIABLE**

**(Study at the Regional Civil Service Agency of Bondowoso Regency)**

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## **ABSTACT**

*This research is motivated by several gaps or differences in research results with expert opinions, also supported by some research problem data, namely based on ASN mutation data showing that there are still many ASN whose work placements are not in accordance with their field competencies. Based on the results of the identification of employee performance analysis in 2020, it shows that the realization of ASN work in Bondowoso Regency has not been maximized. The purpose of this study was to determine directly or indirectly the effect of employee competence and job placement on employee performance through job satisfaction as an intervening variable for all structural employees of the Bondowoso Regency Government. The population of this study was 3,051 employees, while the number of samples was 354 using purposive sampling technique. The analysis technique used is the Structural Equation Model (SEM) using WarpPLS 5.0. The results of data analysis show that employee competence and job placement have a significant effect on job satisfaction, (2) employee competence and job placement and job satisfaction have a significant effect on employee performance, (2) employee competence and work placement have a significant effect on employee performance through job satisfaction as intervention variables.*

**Keywords:** *employee competence and job placement, job satisfaction and employee performance*

## **PRELIMINARY**

Duties and functions in carrying out performance are regulations that must be carried out, the implementation of good performance is also based on employee competence. The definition and meaning of competence according to Moeheriono, (2013) are the characteristics that underlie a person related to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal relationship or as a cause and effect with criteria that are used as references, effective or excellent or superior performance in the workplace. or in certain situations.

Based on performance theory which has an influence on performance, there are previous research results which state that not all performance theories have a positive impact, this is shown in the results of previous research which is a research gap in this study, according to researcher Adiyasa (2019) with the title "The influence of motivation, job satisfaction, and leadership on employee performance at PT. XYZ" with research results showing that motivation and leadership have a significant effect on employee performance variables, but job satisfaction variables have no significant effect on employee performance. The implication of this finding is that simultaneously increasing leadership capacity and motivation can be a determinant of employee performance.

Based on the theory of performance improvement above, the research object selected is the Regional Personnel Agency of Bondowoso Regency. The formation of the Bondowoso Regency Regional Personnel Agency is stipulated in the Bondowoso Regency Regional Regulation Number 07 of 2016 concerning the Formation and Composition of Bondowoso Regency Regional Apparatuses. The composition of the BKD regional apparatus consists of the Head of the Agency, the Secretariat with 3 (three) subsections, the Procurement and Personnel Information Division, the Education and Training Division, the Transfer and Ranking Division, and the Performance Assessment and Awards Division, where each field consists of 2 (two) subfield.

Based on the main tasks and functions of the Regional Personnel Board of Bondowoso Regency, especially in the Mutation and Ranking Sector, in following up on the program for preparing and preparing for mutations, promotions and promotions for ASN employees, it can be seen in the following table which is data on employee placement, promotion and The promotion of ASN employees has survived the last 3 years starting from 2018-2020.

**Table 1 ASN Mutation Data Based on Competency Base.**

No	Employee	Number of employees transferred			Placement based on competence		
		2018	2019	2020	2018	2019	2020
1	Echelon II to IV	143	138	160	84%	82%	86%
2	Staff	237	269	277	68%	67%	69%

Source: BKD Kab. Bondowoso (2021).

Based on mutation data that refers to self-competence, it can be seen that there are still a number of employees with placements that are not in accordance with their basic abilities. Furthermore, based on the duties and functions of the Mutation and Ranking Division at the OPD of the Bondowoso Regency Regional Personnel Agency regarding promotions and promotions that refer to the rank of class and level of education

**Table 2 Identification of Employee Performance Analysis.**

No	Structural Employee Performance Assessment All Bondowoso	Realization Target	Implementation Realization	Information
1	SKP	100%	86%	Not maximal
2	Key Performance Indicators	100%	85%	Not maximal

Source: BKD Kab. Bondowoso (2021).

Based on the table above regarding the field of mutation and rank, it can be explained that table 1 of ASN Transfer Data Based on Basic Competence, there are still many structural employees who occupy field positions that are not in accordance with their competencies, followed by looking at the data on the Ranking of Structural Employees Based on Class Ranks contained in the table 2. Identification of Employee Performance Analysis, it can be seen that the realization of performance implementation has not been optimal. One of the factors of less than optimal performance achievement, one of which is the level of employee satisfaction. Based on the employee satisfaction survey, it was found that some employees were less satisfied with their new job placement. This is caused by several factors as follows:

**Table 3 Employee Satisfaction Survey**

No	Indicator	Very satisfied	Satisfied	Not satisfied	Very Dissatisfied	Total
1	Employees are satisfied with the new work placement.	20%	50%	20%	10%	100%
2	Employees are satisfied with the new work environment.	10%	70%	10%	10%	100%
3	Employees feel comfortable with colleagues in the new place	40%	40%	20%	0%	100%
4	Employees feel that their work placement is in accordance with their competencies	10%	40%	40%	10%	100%

Source: Primary data processed 2021

Based on the problems contained in the table above, it can be concluded that there are still many employees who are not in accordance with their competencies in carrying out their main tasks and functions, this triggers researchers to provide solutions in improving the overall performance of structural employees by referring to the results of implementing implementation in table 2 Table 3 shows that of the 20 respondents surveyed, most still show dissatisfaction with the indicators of employee satisfaction assessment regarding work placement, environment, co-workers and the

suitability of their competencies with the field of work assigned to them. So in this study, researchers get the phenomenon of the performance of all structural employees is "The lack of effectiveness of employee performance in carrying out main tasks and functions regarding public services",

## LITERATURE REVIEW

### 1. Human Resource Management

According to Farida (2014) human resource management is a person who works in an organization called an employee or employee. Human resource management is often related to policies (policy) and practices that need to be implemented (Job Management).

### 2. Competence

Rosidah, (2013) defines competence as a basic characteristic of a person who allows person Both employees / employees issue superior performance in their work.

### 3. Job Placement

According to Creed and Hood (2015), prior placement planning must start from observing the extent of experience and education possessed by an employee. That way, it will be easier to observe the employee's career path.

### 4. Job satisfaction

Robbins (2015) defines job satisfaction as job satisfaction is a person's general attitude towards his work, the difference between the amount of income an employee receives and the amount they receive, which is what they should receive. In principle, every company always expects its employees to work optimally in order to increase profits and help accelerate the achievement of other organizational goals.

### 5. Work performance

According to Kasmir (2016) states: "Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period". According to Kasmir (2016), in practice, performance is divided into two types, namely individual performance and organizational performance. Individual performance is the performance produced by a person, while organizational performance is the overall performance of the company. Civil servants are apparatus resources in charge of providing services to the community in an honest, fair and equitable manner.

## RESEARCH METHODS

### 1. Research Design

In this study, the research method used by the author is a quantitative research method. The definition of quantitative research methods according to Sugiyono (2014), namely: "Research methods based on the philosophy of positivism, are used to examine certain populations or samples, techniques, sampling is generally done randomly, data collection uses research instruments, data analysis is quantitative/ statistics with the aim of testing predetermined hypotheses". This study uses an explanatory and confirmatory approach. Descriptive method is a research method used to describe or analyze a research result but without the intention of making broader conclusions (Sugiyono, 2013).

### 2. Population and Sample

The population in this study were all employees. All employees who were active in all OPDs in Bondowoso Regency were 3,051 structural employees. This study uses the Slovin formula because in sampling, the number must be representative so that the research results can be generalized and the calculations do not require a table for the number of samples, but can be done with simple formulas and calculations. Determination of the sample for employees is done using the Slovin formula, because the number of structural employees in Bondowoso Regency which is the population is divided into 29 OPD, then from each OPD several samples of employees will be taken according to the error rate of 5% which will be explained as follows:

$$n = \frac{3.051}{1 + (3.051 \cdot 0,05^2)}$$

$$n = \frac{3.051}{8,6275}$$

$n = 353,636$  rounded up to 354 respondents.

The sampling technique used in this study is probability sampling with the technique taken, namely proportional sampling. According to Sugiyono (2013), proportional sampling technique is a sample that is calculated based on comparison. This technique is used if the population has members or elements that are not homogeneous and proportionally stratified.

## RESULTS AND DISCUSSION

### 1. Test Results

#### a. Direct Effect Path Coefficient Calculation

This section describes each path in the model section using path analysis. Each path tested shows the direct and indirect effect of employee competence (X1) and job placement (X2) on job satisfaction (Z) and employee performance (Y) in Bondowoso Regency. By knowing whether or not each path is significant, it will answer whether the proposed hypothesis is accepted or rejected. Each path tested represents the hypothesis in this study.

- The results of testing the employee competency variable (X1) on job satisfaction obtained a Path coefficient value of 0.323 with an  $-value$  of 0.001. Because the value of  $-value$  is smaller than ( $0.001 < 0.05$ ), then  $H_0$  is rejected, thus there is a significant effect of employee competence (X1) on job satisfaction (Z).
- The results of testing the work placement variable (X2) on job satisfaction (Z) obtained a Path coefficient value of 0.587 with an  $-value$  of 0.001. Because the  $-value$  is smaller than ( $0.001 < 0.05$ ) then  $H_0$  is rejected, thus there is a significant effect of work placement (X2) on job satisfaction (Z).
- The results of testing the employee competency variable (X1) on employee performance (Y) obtained a Path coefficient value of 0.358 with an  $-value$  of 0.001. Because the  $-value$  is smaller than ( $0.001 < 0.05$ ) then  $H_0$  is rejected, thus there is a significant effect of employee competence (X1) on employee performance (Y).
- The results of testing the work placement variable (X2) on employee performance (Y) obtained a Path coefficient value of 0.307 with an  $-value$  of 0.001. Because the  $-value$  is smaller than ( $0.001 < 0.05$ ), then  $H_0$  is rejected, thus there is a significant effect of work placement (X2) on employee performance (Y).
- The results of testing the job satisfaction variable (Z) on employee performance (Y) obtained a Path coefficient value of 0.333 with an  $-value$  of 0.001. Because the  $-value$  is smaller than ( $0.001 < 0.05$ ) then  $H_0$  is rejected, thus there is a significant effect of job satisfaction (Z) on employee performance (Y).

#### b. Indirect Influence Pathway

The results of testing the path traversed, there is an indirect effect of employee competence (X1) on the employee performance variable (Y) through the intervening variable job satisfaction (Z) of 0.002 which is smaller than the direct influence of the employee competency variable (X1) on the employee performance variable (Y) which is 0.108. The indirect effect of the job placement variable (X2) on employee performance (Y) through the job satisfaction intervening variable (Z) of 0.001 which is smaller than the direct effect of the work placement variable (X2) on the employee performance variable (Y) which is 0.195. Thus it can be stated that employee competence (X1) and job placement (X2) affect employee performance (Y) through job satisfaction (Z) with a value smaller than the direct effect.

#### c. Total Effect Path Coefficient Calculation

The results of the calculation of the total effect or total influence, the independent variable that has the strongest influence on the job satisfaction variable (Z) is the work placement variable (X2), which is 0.587. Meanwhile, the independent variable that has the strongest influence on the employee performance variable (Y) is employee competence (X1), which is 0.358. And the independent variable that has an influence on the employee performance variable (Y) through the intervening variable job satisfaction (Z) is the job placement variable (X2), which is 0.195.

#### d. Hypothesis Model

Hypothesis testing is based on the results of the analysis of the PLS SEM model which contains all the variables supporting the hypothesis test. The PLS model with the addition of a job satisfaction

variable as a mediating variable explains that the addition of a variable will provide an additional contribution as an explanation of employee performance.

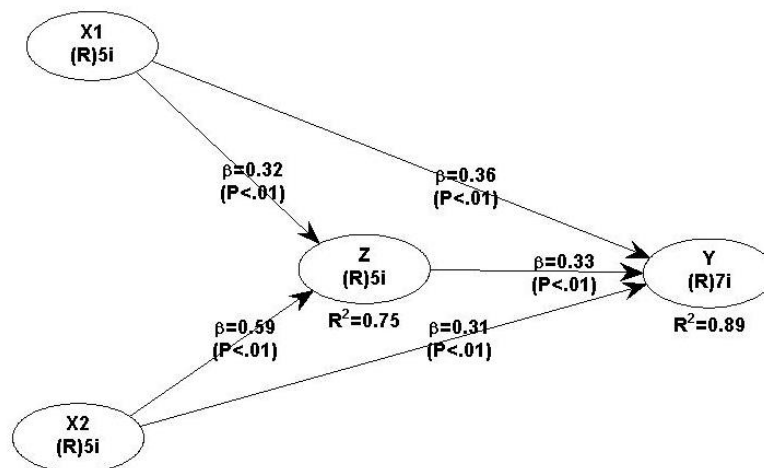


Figure 1 Path Analysis Results

### e. Structural Model Testing

The research model test was conducted to see the suitability of the model built in the study. A good research model will be able to describe the suitability of the relationship between the variables in the study. The use of WarpPLS 5.0 has provided calculation results that show the criteria used to assess whether the model is appropriate.

Table 4 Research Model Test

Information	Score	Ideal
Average path coefficient (APC)	P 0.001	<= 0.05
Average R-squared (ARS)	P 0.001	<= 0.05
Average adjusted R-squared (AARS)	P 0.001	<= 0.05
Average block VIF (AVIF)	3.166	<= 3.3
Average full collinearity VIF (AFVIF)	2,637	<= 3.3
Tenenhaus GoF (GoF)	0.663	big
Sympson's paradox ratio (SPR)	1	1
R-squared contribution ratio (RSCR)	1	1
Statistical suppression ratio (SSR)	1	>= 0.7
Nonlinear bivariate causality direction ratio (NLBCDR)	1	>= 0.7

Source :Processed data

Based on table 4 it can be seen that each value in the study has met the ideal criteria. The values of APC, ARS, and AVIF that meet the ideal criteria indicate that the overall research model is good.

### f. Coefficient of Determination

The results of testing the structural model (inner model) can be seen in the R-square (R<sup>2</sup>) on each endogenous construct, the path coefficient value, t value and p value for each path relationship between constructs. The path coefficient values and t values in each path will be explained in the sub-discussion of the results of hypothesis testing. The value of R<sup>2</sup> is used to measure the level of variation in endogenous variables explained by a number of influencing variables (Hartono and Abdillah, 2009).

The results of the analysis of the influence of employee competence and job placement on job satisfaction, show the coefficient of determination or R<sup>2</sup> of 0.749, from these results it means that all independent variables (employee competence and job placement) have a contribution of 74.9% to the dependent variable (job satisfaction). , and the remaining 25.1% is influenced by other factors not included in the study.

Results from the analysis of the influence of employee competence, job placement and job satisfaction on employee performance, shows the value of the coefficient of determination or R square of 0.886, from these results it means that all independent variables (employee competence, job

placement) and job satisfaction) has a contribution of 88.6% to the dependent variable (employee performance), and the remaining 11.4% is influenced by other factors not included in the study.

## **2. Discussion**

### **a. The Influence of Employee Competence on Job Satisfaction**

Based on the results of testing the employee competence variable on job satisfaction, the coefficient value is 0.323 with an  $-value$  of 0.001. Because the  $-value$  is smaller than ( $0.001 < 0.05$ ), then  $H_0$  is rejected so that there is a significant effect of employee competence on job satisfaction. This means that employee competence has a significant effect on job satisfaction in Bondowoso Regency, which is proven true or  $H_1$  is accepted. The results of this study have significant similarities with previous research conducted by Wiarah (2014); Deswarta (2017) with the results of the study stating that competence has a significant effect on job satisfaction.

### **b. The Effect of Job Placement on Job Satisfaction**

Based on the results of testing the work placement variable on job satisfaction, the coefficient value is 0.587 with an  $-value$  of 0.001. Because the value of  $-value$  is smaller than ( $0.001 < 0.05$ ), then  $H_a$  is rejected so that work placement has a significant effect on job satisfaction. This means that work placement has a significant effect on job satisfaction in Bondowoso Regency.

Job satisfaction will be achieved if there is a suitability of employees with the job position they get. Employee placement means allocating employees to certain work positions (Rivai and Sagala, 2010). Employee placement is matching or comparing qualifications possessed with job requirements, and at the same time assigning tasks, jobs to prospective employees to be carried out (Ardana, 2012). Employees who are placed in certain positions must have the necessary competencies to carry out work effectively and efficiently. This study contradicts the results of previous research conducted by Saputra, et al. (2017); Devi, Susilo, and Ratri (2016); Crazy (2018) which states that job placement has a significant effect on job satisfaction.

### **c. The Influence of Employee Competence on Employee Performance**

Based on the results of testing the employee competence variable on employee performance, the coefficient value is 0.358 with an  $-value$  of 0.001. Because the value of  $-value$  is smaller than ( $0.001 < 0.05$ ), then  $H_0$  is rejected, thus there is a significant effect of employee competence on employee performance. This means that employee competence has a significant effect on the performance of all employees in Bondowoso Regency which is proven true or  $H_3$  is accepted. This is supported by research conducted by Wiarah (2014); Deswarta (2017); Pongoh (2018); which states that there is a positive and significant direct effect employee competence on performance. Study (Utomo et al., 2019) not in line with this study because competence has no effect on performance.

### **d. The Effect of Work Placement on Employee Performance**

Based on the results of testing the work placement variable on employee performance, the coefficient value is 0.307 with an  $-value$  of 0.001. Because the value of  $-value$  is smaller than ( $0.001 < 0.05$ ), then  $H_0$  is rejected, thus there is a significant effect of job placement on employee performance. Based on the fourth hypothesis, job placement has an effect on employee performance. This means that work placement has a significant effect on the performance of all employees in Bondowoso Regency, it is proven true or  $H_4$  is accepted. This study has significant similarities with previous research conducted by Devi, et al (2016); Ngebu (2018); Pongoh (2018); which states that there is a positive and significant direct effect job placement on performance.

### **e. The Effect of Job Satisfaction on Employee Performance**

Based on the results of testing the job satisfaction variable on employee performance, the coefficient value is 0.333 with an  $-value$  of 0.001. Because the  $-value$  is smaller than ( $0.001 < 0.05$ ) then  $H_0$  is rejected, thus there is a significant effect of job satisfaction on employee performance. This means that job satisfaction has a significant effect on the performance of all employees in Bondowoso Regency, which is proven true or  $H_5$  is accepted. As for this study, there are significant similarities in results with previous research conducted by Devi, et al (2016); Wiarah (2014); Deswarta (2017); Ngebu (2018); with the results of the study stating that job satisfaction has a significant effect on performance. However, research Adiyasa (2019) stated that job satisfaction had no significant effect on performance.

### **f. The Influence of Employee Competence on Employee Performance through Job Satisfaction**

Based on the sixth hypothesis, employee competence affects employee performance through job satisfaction. After testing and analyzing the data, the results showed that the indirect effect of

employee competence (X1) on the employee performance variable (Y) through the intervening variable job satisfaction (Z) of 0.108, which is smaller than the direct influence of the employee competency variable (X1) on the employee performance variable (Y) which is 0.358. The total influence of employee competence (X1) on employee performance (Y) is 0.466 with details of the direct effect of 0.358 and the indirect effect of 0.108. It can be concluded that if employee competence affects job satisfaction and job satisfaction affects the performance of all employees in Bondowoso Regency. So it can be concluded that employee competence indirectly has an influence on performance through job satisfaction. If employees in Bondowoso Regency have good competence and job satisfaction, then they should be able to improve their performance.

#### **g. The Effect of Job Placement on Employee Performance through Job Satisfaction**

Based on the seventh hypothesis, job placement affects employee performance through job satisfaction. After testing and analyzing the data, the results show that the indirect effect of the job placement variable (X2) on employee performance (Y) through the intervening variable job satisfaction (Z) is 0.195, which is smaller than the direct effect of the job placement variable (X2) to the employee performance variable (Y) that is equal to 0.307. The total effect of work placement (X2) on employee performance (Y) is 0.502 with details of the direct effect of 0.307 and the indirect effect of 0.195. It can be concluded that if the work environment affects job satisfaction and job satisfaction affects the performance of all employees in Bondowoso Regency. So it can be concluded that the work environment indirectly has an influence on performance through job satisfaction. If employees in Bondowoso Regency have a good work environment and job satisfaction, then they should be able to improve their performance.

### **CONCLUSION**

Based on the research findings described above, it can be concluded where; The test results prove that employee competence has a positive and significant effect on employee job satisfaction in Bondowoso Regency; The test results prove that work placement has a positive and significant effect on employee job satisfaction in Bondowoso Regency; The test results prove that employee competence has a positive and significant effect on the performance of all employees in Bondowoso Regency, The test results prove that work placement has a positive and significant effect on the performance of all employees in Bondowoso Regency; The test results prove that job satisfaction has a positive and significant effect on the performance of all employees in Bondowoso Regency; The test results prove that there is an indirect effect of education level on employee performance variables through the intervening variable of employee job satisfaction in Bondowoso Regency which is smaller than the direct effect; The test results prove the indirect effect of the job placement variable on employee performance through the intervening variable of employee job satisfaction in Bondowoso Regency which is smaller than the direct effect.

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