

**THE EFFECT OF WORK PLACEMENT MEDIATED BY WORK MOTIVATION ON
EMPLOYEE PERFORMANCE AT THE PUBLIC WORKS AND SPATIAL PLANNING
OFFICE OF KONAWE ISLANDS REGENCY**

**PENGARUH PENEMPATAN KERJA YANG DIMEDIASI OLEH MOTIVASI KERJA
TERHADAP KINERJA KARYAWAN DI KANTOR PEKERJAAN UMUM DAN
PENATAAN TATA RUANG KABUPATEN KONAWE KEPULAUAN**

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ABSTRACT

This study aims to find out and analyze the influence of work placement mediated by work motivation on the performance of employees at the Public Works and Spatial Planning Office of Konawe Islands Regency. The determination of the number of samples in this study is by using the census method, namely the number of samples taken from the total population of 56 employees. The data analysis technique in this study uses Partial Least Square (PLS). Based on the results of the study, it can be concluded that (1) Job placement has a positive and significant effect on the work motivation of employees at the Public Works and Spatial Planning Office of Konawe Islands Regency; (2) Work placement has a positive and significant effect on employee performance at the Public Works and Spatial Planning Office of Konawe Islands Regency; (3) Work motivation has a positive and significant effect on employee performance at the Public Works and Spatial Planning Office of Konawe Islands Regency; (4) Job placement has a positive and significant effect on employee performance through employee work motivation at the Public Works and Spatial Planning Office of Konawe Islands Regency.

Keywords : Job Placement, Work Motivation and Employee Performance

ABSTRAK

Penelitian ini bertujuan untuk mengetahui dan menganalisis pengaruh penempatan kerja yang dimediasi oleh motivasi kerja terhadap kinerja pegawai pada Dinas Pekerjaan Umum dan Tata Ruang Kabupaten Konawe Kepulauan. Penentuan jumlah sampel dalam penelitian ini dengan menggunakan metode sensus, yaitu jumlah sampel diambil dari jumlah populasi sebanyak 56 pegawai. Teknik analisis data dalam penelitian ini menggunakan Partial Least Square (PLS). Berdasarkan hasil penelitian dapat disimpulkan bahwa (1) Penempatan kerja berpengaruh positif dan signifikan terhadap motivasi kerja pegawai pada Dinas Pekerjaan Umum dan Tata Ruang Kabupaten Konawe Kepulauan; (2) Penempatan kerja berpengaruh positif dan signifikan terhadap kinerja pegawai pada Dinas Pekerjaan Umum dan Tata Ruang Kabupaten Konawe Kepulauan; (3) Motivasi kerja berpengaruh positif dan signifikan terhadap kinerja pegawai pada Dinas Pekerjaan Umum dan Tata Ruang Kabupaten Konawe Kepulauan; (4) Penempatan kerja berpengaruh positif dan signifikan terhadap kinerja pegawai melalui motivasi kerja pegawai pada Dinas Pekerjaan Umum dan Tata Ruang Kabupaten Konawe Kepulauan.

Kata Kunci : Penempatan Kerja, Motivasi Kerja dan Kinerja Karyawan

1. INTRODUCTION

The position and role of Civil Servants as elements of the state apparatus who serve as public servants must provide fair services to the community based on loyalty and obedience to Pancasila and the 1945 Constitution. To be able to carry out their duties properly, employee development is directed to improve the quality of human resources so that they have attitudes and behaviors that are centered on devotion, honesty, professionalism, responsibility, discipline, work ethic and authority so that they can provide services according to the demands

of community development. For this reason, employees who have high performance in carrying out their duties are needed.

Employee performance is affected by job placement. Job placement is an assignment to distribute employees by placing them in appropriate positions or positions to obtain good and optimal performance based on their knowledge, abilities, and skills.

According to Hasibuan (2008) job placement is a follow-up to selection, which is placing prospective employees who are accepted into the required position or job and at the same time delegating to that person. Broadly speaking, it is emphasized that one of the elements of human resource management is job placement. Employee placement is not just placement, but must match and compare the qualifications that employees have with the needs and requirements of a position or job, so *that the right man on the right job* Reached. In job placement, there are several factors that need to be considered, namely educational background, age, work experience, work experience.

Job placement is based on the educational background of employees and supported by comfortable and conducive work motivation, it is expected to create employee work motivation which has an impact on improving employee performance. According to Robbert Heller in Wibowo (2014:p.121), work motivation is the desire to act. Everyone can be motivated by several different forces. Work motivation is the result of a collection of internal and external forces that cause the job to choose the appropriate course of action and use certain behaviors. Work motivation is generally related to goals, while organizational goals include behaviors related to work (Robbins and Judge in Wibowo (2014: p.121). According to Sunyoto (2015:7), "the measurement of work motivation is: the need for achievement, the need for affiliation, and the need for power.

2. LITERATURE REVIEW

2.1. Job Placement Concept

According to Mathis and Jackson (2011) job placement is to put a person's position in the right job position, how well an employee fits his job will affect the number and quality of work. According to Sastrohadiwiryo (2004) stated that job placement is the process of assigning tasks and jobs to employees who pass the selection to be carried out according to the scope that has been determined, and is able to take responsibility for all risks and possibilities that occur in tasks and work, authority, and responsibility. Placement is an experimental step that is not actually a final decision.

Every work carried out basically has a purpose. The purpose serves to direct behavior, as well as the placement of employees, human resource managers, placing an employee or prospective employee with the aim of making the employee more effective in carrying out the work charged, as well as to improve abilities and skills as the basis for the smooth running of tasks and placing the right people and job positions in accordance with their interests and abilities.

According to Hasibuan quoted by Oktaria (2013) states that the placement of employees is guided by the principle of placing the right people in the right place and the placement of the right people for the right position. Indicators in placement consist of:

a. Educational background

Education is an indicator that reflects a person's ability to complete work. With an educational background that is relevant to the position occupied, employees will be able to complete their work effectively and efficiently.

b. Experience

Work experience gives a tendency that the person concerned has relatively high work expertise and skills. In placing employees in the right position, the education and work experience of employees should be interrelated and mutually supportive.

c. Physical health conditions

In the placement of employees, it is very necessary to pay attention to the physical condition of employees. Because physical health will interfere with the work activities of the organization, if an employee often experiences illness and is forced to do work, it is suspected that it will affect the results of his work.

d. Age

Age must receive attention in placing employees, because the age of employees will affect the physical condition, abilities and responsibilities of employees. In addition, it is also to avoid low work productivity produced by employees.

2.2. Work Motivation Concept

According to Robbert Heller in Wibowo (2014), work motivation is the desire to act. Everyone can be motivated by several different forces. Work motivation is the result of a collection of internal and external forces that cause the job to choose the appropriate course of action and use certain behaviors. Work motivation is generally related to goals, while organizational goals include behaviors related to work (Robbins and Judge in Wibowo (2014).

According to Sunyoto (2015), "the measurement of work motivation is as follows":

1) *Need for achievement*

It relates to the difficulty of people choosing the tasks to be carried out. Those who have a low *need for achievement* may choose an easy task, to minimize the risk of failure, or a task with high difficulty, so that if you fail, you will not be embarrassed. Those who have a high *need for achievement* tend to choose tasks with moderate difficulty, they will feel challenged but still achievable. Those who have a high *need for achievement* have characteristics with a tendency to seek challenges and a high level of independence".

2) *Need for affiliation*

The need for Affiliates is a desire to connect with friendly and familiar people. Individuals reflect a desire to have a close, cooperative and friendly relationship with others. Individuals who have a high need for affiliation generally succeed in jobs that require high social interaction."

3) *Need for power.*

The need for power is the need to make others behave in a way that they would not be forced to behave in such a way or a form of expression of the individual to control and influence others."

2.3. Employee Performance Concept

Performance is an organizational human resource management activity to achieve organizational goals. Performance is the results that a worker achieves in a certain period of time. (Winardi: 2002). So based on the overall activities carried out by the organization or company, performance will consist of the performance of the organization or company, the performance of individuals/employees and the performance of the group. Employee performance is the final achievement of an employee and contains several things, such as the existence of certain targets that are achieved, a period of time in achieving the target and the realization of efficiency and effectiveness. In addition to the need to improve the performance of each employee/employee where this can be realized if there is a compatibility between work and ability (Robbins and Judge, 2015).

Indicators to measure employee performance are:

- a. Quality is the employee's response to the accuracy and neatness in carrying out the tasks given with a very high quality/quality of work.
- b. Quantity is the response of employees of the Public Works and Spatial Planning Office of Konawe Islands Regency regarding the ability of employees to complete a number of jobs within a predetermined period of time.

- c. Time is the response of employees of the Public Works and Spatial Planning Office of Konawe Islands Regency regarding the efficiency of completing work in accordance with the needs and timeliness of the implementation of work.
- d. The cost is the response of the employees of the Public Works and Spatial Planning Office of Konawe Islands Regency to a number of costs that have been incurred by employees in completing the work.
- e. Service orientation is the response of employees of the Public Works and Spatial Planning Office of Konawe Islands Regency about the work behavior of employees in providing the best service to those served.
- f. Commitment is the response of employees of the Public Works and Spatial Planning Office of Konawe Islands Regency about the commitment of employees in work.
- g. Work initiative is related to the thinking and creativity of employees of the Public Works and Spatial Planning Office of Konawe Islands Regency in forming ideas to plan a goal.
- h. Cooperation is the response of employees of the Public Works and Spatial Planning Office of Konawe Islands Regency about the ability of employees to cooperate with colleagues in completing the tasks and responsibilities given by the leadership.
- i. Leadership is the response of employees of the Public Works and Spatial Planning Office of Konawe Islands Regency regarding the methods used by employees in leading themselves and/or their colleagues to facilitate the completion of their work to facilitate the completion of work.

3. CONCEPTUAL FRAMEWORK AND HYPOTHESIS

The researcher prepared a conceptual framework in this study as presented in figure 3.1. next:

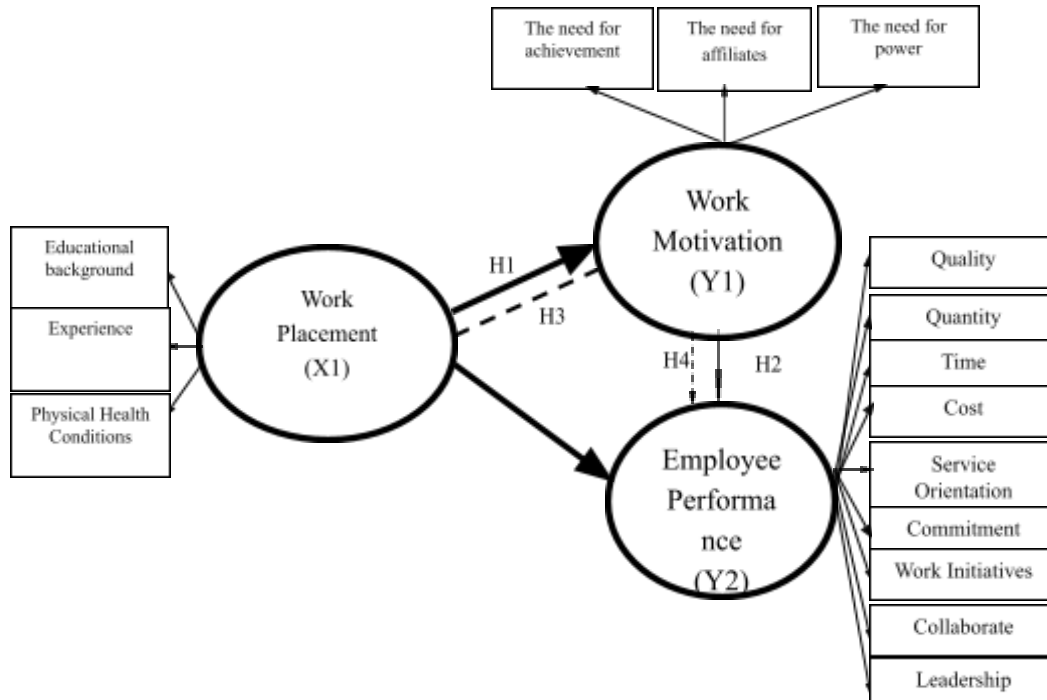


Figure 3.1. Conceptual Framework of the Research

The theory adopted is job placement according to Oktaria (2013); work motivation according to Sunyoto (2015) and employee performance according to Government Regulation of the Republic of Indonesia Number 30 of 2019

Research Hypothesis

Based on the conceptual framework of the above research, the hypothesis in this study is:

1. Work placement has a positive and significant effect on work motivation at the Public Works and Spatial Planning Office of Konawe Islands Regency.
2. Work placement has a positive and significant effect on employee performance at the Public Works and Spatial Planning Office of Konawe Islands Regency.
3. Work motivation has a positive and significant effect on employee performance at the Public Works and Spatial Planning Office of Konawe Islands Regency.
4. Work placement has a positive and significant effect on employee performance mediated by work motivation at the Public Works and Spatial Planning Office of Konawe Islands Regency.

4. RESEARCH METHODS

This study uses a survey research design with a quantitative research type. According to Kerlinger (1973) in Sugiyono (2011) said that "survey research is research conducted on large and small populations, but the data studied is data from samples taken from the population, so that relative events, distributions, and relationships between sociological and psychological variables are found. The location of the research is at the Public Works and Spatial Planning Office of Konawe Islands Regency, located at Jl. Poros Langara-Lampeapi KM. 3 Office Complex, Konawe Islands Regency. The determination of the number of samples in this study is by using the census method, namely the number of samples taken from the total population of 56 employees. The data analysis technique in this study uses Partial Least Square (PLS). PLS is a *Structural Equation Modeling (SEM)* equation model with a *variance-based* approach or *component-based structural equation modeling*.

5. RESULTS AND DISCUSSION

Formation of a Path Diagram of Causality Relationship between Constructs

The step of forming a path diagram of the causal relationship between the constructs of delegation of authority, career development, job satisfaction and performance of the State Civil Apparatus has been carried out and the description can be seen in Chapter III. The results of the relationship path/structural model diagram after being processed using SmartPLS are shown in the figure/schematic 5.1:

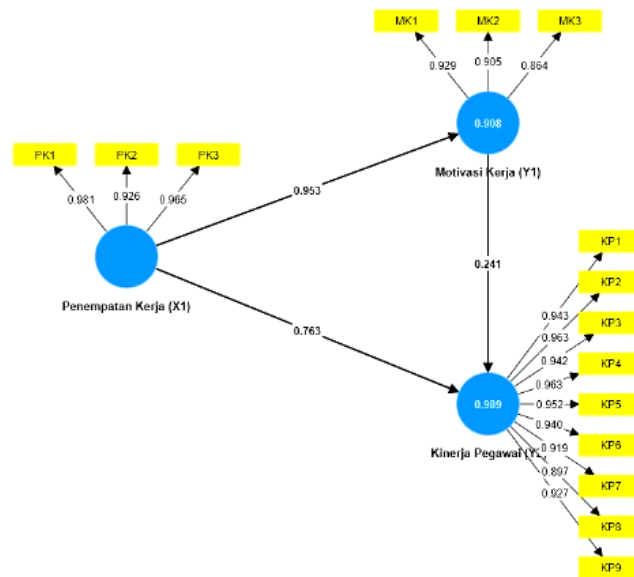


Figure 5.2. Measurement Model (outer model and Inner Model)

Structural Model Testing

Furthermore, hypothesis testing is carried out by running *bootstrapping* towards *Partial Least Square* (PLS) to see and find out the influence between the variables designed in this study. From the PLS output, the structural model and hypothesis testing is carried out by looking at the estimated path coefficients and seeing the significance value by comparing the Statistical T value with the Table T value or the P-Value value < of 0.05.

a. Reading R Square Value PLS output

After the estimated model meets the *Outer Model* criteria, the next structural model (*Inner Model*) test is carried out. Reading the *Inner Model* is evaluating the relationships between hypothesized constructs. Here is the R-Square value on the construct:

Table 5.12. R-Square

	R-Square
Work Motivation	0,989
Employee Performance	0,908

Source : Primary data processed, 2023

Table 5.12. The above gives a value of 0.989 for the work motivation construct, which means that job placement is able to explain the work motivation variable by 98.9 percent and the rest is influenced by other factors that are not studied in this study, namely 1.1 percent. The R-Square value is also found in employee performance influenced by job placement and work motivation, which is 0.908, which means that job placement and work motivation are able to explain employee performance variables of 90.8 percent and the remaining 9.2 percent are influenced by other factors that are not studied in this study.

In addition to using *R-square*, the *goodness of fit model* is also measured by using *Q-Square predictive relevance* for structural models, measuring how well the observation values produced by the model and also estimating its parameters. The *Q-Square value*

shows that the model has predictive *relevance* if the *Q-Square* value is between 0 and 1. The *calculation of Q-Square* is done with the formula:

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

Where R_1^2 , R_2^2 is the *endogenous variable* R-Square.

The Q^2 quantity has a value in the range of $0 < Q^2 < 1$, where the closer to 1 the better the model. This Q^2 magnitude is equivalent to the total determination coefficient in *path analysis*. The *calculation of the goodness of fit model* is as follows:

$$\begin{aligned} Q^2 &= 1 - \{(1 - R_1^2) (1 - R_2^2)\} \\ &= 1 - (1 - 0.9892) (1 - 0.9082) \\ &= 1 - (0.022) (0.176) \\ &= 1 - 0.004 \\ &= 0.996 \end{aligned}$$

Based on the calculation above, it shows that the endogenous variable is able to explain the employee performance variable by 0.996 or 99.6 percent, while the remaining 0.4 percent is explained by variables that are not included in the model.

Furthermore, to determine whether a hypothesis is accepted or not, it is done by comparing *t statistics* with *t tables*, provided that if *t statistics* > *t tables*, then the hypothesis is accepted. For more details, please see the following table:

Table 5.13. Results for Inner Weights

	Path Coefficient	T Statistics	P. Value	Result
Job Placement → Job Motivation	0,953	84,159	0,000	Accepted
Job Placement → Employee Performance	0,763	8,659	0,000	Accepted
Work Motivation → Employee Performance	0,241	2,649	0,008	Accepted

Source : Primary data processed, 2024

Based on the test of the relationship between constructs (Table 5.13), hypothesis and direct influence path coefficient were tested to prove that the proposed hypothesis can be accepted or rejected.

The results of testing the indirect influence hypothesis through work commitment as an intervening variable by using the *Sobel test Calculator* auxiliary program or using data in the *specific indirect effects* table. However, in this study using a table of *specific indirect effects* can be presented in table 5.14. next:

Table 5.14. Specific Indirect Effects

	Path Coefficient t	T Statistics	P. Value	Result
Job Placement → Work Motivation → Employee Performance	0,229	2,679	0,007	Accepted

Source : Primary data processed, 2024

Based on the test of the relationship between constructs (Table 5.14), hypothesis and influence path coefficient were tested indirectly which aimed to prove that the proposed

hypothesis could be accepted or rejected. The results of hypothesis 4 testing can be explained as follows:

Based on the test results in table 5.14. showing the results of the work motivation test mediating the influence of job placement on employee performance can be proven by the *estimated value* of the path coefficient of 0.229 with a positive direction. The coefficient of positive marked paths means that the relationship between work motivation and the influence of job placement on employee performance is positive. The result of the path coefficient is seen from the p-values of $0.007 < \alpha = 0.05$ which is significant. The results of hypothesis testing (H_a) prove that work activation mediates the influence of job placement on the performance of employees in Konawe Islands Regency. Thus, the six hypotheses proposed, namely: optimization mediating the influence of job placement on employee performance at the Public Works and Spatial Planning Office of Konawe Islands Regency can be accepted.

6. RESEARCH LIMITATIONS

The results of this study have provided a number of findings, but there are still several things that need to be studied further. This condition is greatly influenced by several things that indirectly become research limitations, namely:

1. This study does not consider other variables that may affect employee performance, only using work placement variables and work motivation that have potential possibilities related to employee performance that have not been included in this study.
2. This study identified employee performance, so suggested the next research to add variables that are able to improve employee performance, testing on different sample numbers and in different locations.

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