

# The Influence of Job Placement and Competence Mediation of Job Satisfaction in Increasing the Performance of State Civil Apparatus in Industrial and Trade Services of The Province of Bali

Gde Made Adhi Dwiswara<sup>1</sup>, I Nengah Sudja<sup>2</sup>, A.A.Dwi Widayani<sup>3</sup>

<sup>1,2,3</sup>Universitas Mahasaraswati Denpasar

## Abstract

This study aims to determine the effect of Job Placement and Competence on Job Satisfaction in Improving the Performance of State Civil Servants at the Office of Industry and Trade of the Province of Bali. This research was conducted at the Office of Industry and Trade of the Province of Bali with a total sample of 84 people using the saturated or total sampling method. Data collection using a questionnaire. All data obtained from the distribution of questionnaires is feasible to use, then analyzed using variant-based Structural Equation Modeling (SEM) known as Partial Least Square (PLS) analysis. The results showed that (1) Work Placement has a positive and significant effect on Job Satisfaction, (2) Competence has a positive and significant effect on Job Satisfaction, (3) Work Placement has a positive and significant effect on Performance, (4) Competence has a positive and significant effect on Performance, (5) Job Satisfaction has a positive and significant effect on Performance, (6) Job Satisfaction can mediate the effect of Job Placement on Performance, (7) Job Satisfaction can mediate the influence of Competence on ASN Performance at the Bali Provincial Industry and Trade Service ASN.

Keywords: Job Placement, Competence, Job Satisfaction and Employee Performance.

## Introduction

Government organizations are required to be able to provide maximum service to the community either directly or indirectly. The service is currently carried out by the apparatus and is also strongly supported by the existence of an electronic system that can be accessed by the public from anywhere. However, a direct and electronic service cannot be separated from human intervention in it, to be able to provide a service, the government must be able to optimize and manage its human resources. Human resource management cannot be separated from apparatus/employee factors that are expected to perform as well as possible in order to achieve the goals of government organizations. Employees are the main assets of the organization and have a strategic role in the organization, namely as thinkers, planners and controllers of organizational activities. Adiputri (2014) states that higher education does not necessarily determine a person's high competence, competency is obtained through routine training. The lack of training obtained will make employees less confident in carrying out their duties and functions so that it can affect their performance. Employees who have received training will have competence so as to be able to improve their performance. The results of this study are in line with Herawati (2015) and Haryanti and Cholil (2015) that competency variables have a significant effect on performance.

Employee performance can be used as an indicator of real employee behavior in the form of work performance produced in accordance with their respective roles in the company. Employee performance is a determining element for the success of companies and organizations. Mangkunegara (2013) higher performance implies an increase in efficiency, effectiveness, or higher quality of completing a series of tasks assigned to an employee in an organization or company. The government has the authority and responsibility to provide social welfare and carry out state duties through government activities. Governance

in a broad sense is all the activities of public bodies which include legislative, executive and judicial activities in an effort to achieve state goals. But not only carrying out legislative, executive and judicial activities, the government's duties also have a responsibility in carrying out the welfare of its people and the interests of the State itself, one of which is through public services. Public service according to (Pasolong, 2007, p. 128) is any activity carried out by the government towards a number of people who are then called citizens who have profitable activities in a group or government unit, and offer satisfaction and the results are not tied to a product physically.

For this reason, it is necessary to apply the principles of good governance in providing services to the community. In realizing the welfare of society through public services, the Indonesian government applies the principles of good governance or good governance. Good governance is based on the idea that government is a "servant/servant" of the people. In this case, good governance exists as a political system of government that is more in favor of the interests of the people according to the principles of democracy, namely from the people, by the people, and for the people. According to the World Bank, good governance is an implementation of government management that is in line with democratic principles. The Province of Bali is not like other provinces in Indonesia which have potential natural resources such as mining, oil, natural gas, coal, forests, oil palm plantations, so that development in the economic sector, the Province of Bali relies on three leading sectors namely: the tourism sector, agriculture in broad sense, and the small and medium industrial sector.

Based on the Government Agency Accountability Implementation Evaluation Report (SAKIP) at the Bali Province Industry and Trade Service, which evaluates the Bali Province Industry and Trade Service Government Agency Performance Report through 5 (five) components which include: Performance Planning, Performance Measurement; Performance Reporting; Performance Evaluation, and Performance Achievement/Target Achievement/Organizational Performance. The evaluation results are set forth in the form of values with a range from 0 to 100. In 2016, based on the results of the SAKIP Evaluation Report (LHE) of the Bali Province Industry and Trade Service, a score of 82.59 was obtained with details of the evaluation value on the Organizational Performance component of 17, 34. When compared with the acquisition of the Government Agency Accountability Implementation Evaluation Results Report (SAKIP) in 2020, which was 83.04 with a detailed evaluation value for the Organizational Performance component of 16.34, it can be said that there was a decrease in the value of the evaluation results on Organizational Performance. Based on observations through interviews conducted with several employees, changing job placements to meet the shortage of staff and competencies that are not owned by all employees in the field of industry and trade causes job dissatisfaction experienced by employees. Job dissatisfaction for a long time will indirectly affect the overall performance of employees. These data indicate that there are problems with the performance of employees at the Office of Industry and Trade of the Province of Bali.

According to Jackson and Jhon (2011) work placement is the process of placing someone into the right job position, how well an employee fits the job, it will affect the number and quality of work. According to Creed and Hood (2015), prior placement planning must start from observing the extent of experience and education an employee has. That way, it will be easier to observe the employee's career path. Mulyasa in Sutrisno (2016: 203) argues that competence is a combination of knowledge, skills, values, and attitudes that are reflected in the habits of thinking and acting. As for McAshan in Sutrisno (2016: 203) argues that competence is defined as knowledge, skills, and abilities that are mastered by someone who has become part of himself, so that he can carry out cognitive, affective, and psychomotor behaviors as well as possible.

Robbins (2015) defines job satisfaction as a person's general attitude towards his work, the difference between the amount of income an employee receives and the amount they receive, namely what they should receive. According to Abdullah (2014: 4) states that performance is work performance which is the result of the implementation of work plans made by institutions carried out by leaders and employees (HR) both government and company (business) to achieve organizational goals. According to Mangkunegara (2006:

67) put forward the notion of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Research from D Kusumawardana., A Halim., Rosidi (2023) in his research stated that based on direct influence there was a positive and significant influence on Competence, Job Placement and Job Satisfaction on the Performance of Probolinggo District Education Office Employees. This means that it can be indicated that the higher the employee's competency regarding his work, the more appropriate the employee's job placement and the higher the employee's job satisfaction, the higher the employee's performance. Based on the research gap and the phenomena above and considering that work placement and competence affect job satisfaction and employee performance, researchers are interested in conducting research on "The Influence of Job Placement and Competence on Job Satisfaction in Improving Employee Performance at the Office of Industry and Trade of the Province of Bali."

**Materials and methods**

This type of research uses an associative explanatory research type with a quantitative approach. In conducting a research it is necessary to plan and design research, so that the research carried out can run well and systematically. Research location This research was conducted at the Office of Industry and Trade of Bali Province. And when the research starts in the first week of May 2023. The scope of the research is to examine the Effects of Work Placement and Competence on Job Satisfaction in Improving the Performance of State Civil Apparatuses. While population size is the number of psychological objects that are members of a population. the population in this study were all civil servants at the Bali Province Industry and Trade Office, totaling 84 employees. Primary and secondary data collection techniques are carried out in several ways, namely: interviews, questionnaires, observation and documentation.

The use of descriptive analysis techniques to obtain an overview of the characteristics of research respondents from several aspects, such as: gender, education, age and years of service, which are presented in the form of frequency, percentage, or average (mean). The research description includes the variables of job placement, competence, job satisfaction and ASN performance. The description of the data is done by giving a score to the answers of the respondents obtained through distributing questionnaires.

**Table 1. Job Placement Variable Description**

Indicator	Response (%)					Mean	Information
	STS	TS	KS	S	SS		
Education	0,0	10,7	36,9	35,7	16,7	3,47	Good
Working knowledge	0,0	9,5	33,3	44,0	13,1	3,44	Good
work skills	0,0	7,1	42,9	33,3	16,7	3,45	Good
Work experience	0,0	7,1	36,9	36,9	19,0	3,49	Good
<b>Variable average of job placement (<math>X_I</math>)</b>						<b>3,44</b>	Good

Description: STS=Strongly Disagree; TS=Disagree; KS=Disagree; S=Agreed; SS=Strongly Agree

**Table 2. Description of Competency Variables**

Indicator	Response (%)					Mean	Information
	STS	TS	KS	S	SS		
Knowledge	0,0	7,1	36,9	48,8	7,1	3,56	Good
Understanding	0,0	10,7	32,1	46,4	10,7	3,57	Good
Ability	0,0	4,8	31,0	51,2	13,1	3,73	Good

Mark	0,0	10,7	34,5	46,4	83	3,52	Good
Attitude	0,0	10,7	34,5	40,5	14,3	3,58	Good
Interest	0,0	9,5	25,0	53,6	11,9	3,68	Good
<b>The average competency variable (X2)</b>						<b>3,61</b>	Good

Description: STS=Strongly Disagree; TS=Disagree; KS=Disagree; S=Agreed; SS=Strongly Agree

**Table 3. Variable Description Job satisfaction**

Indicator	Response (%)					Mean	Information
	STS	TS	KS	S	SS		
Intrinsic characteristics of work	0,0	8,3	33,3	46,4	11,9	3,62	Tall
Wages	0,0	4,8	33,3	47,6	14,3	3,71	Tall
Supervision	0,0	3,6	29,8	56,0	10,7	3,74	Tall
Colleague	0,0	7,1	34,5	47,6	10,7	3,62	Tall
working conditions	0,0	1,2	34,5	51,2	13,1	3,76	Tall
<b>The average variable of job satisfaction (Y<sub>1</sub>)</b>						<b>3,69</b>	Tall

Description: STS=Strongly Disagree; TS=Disagree; KS=Disagree; S=Agreed; SS=Strongly Agree

**Table 4. Description of ASN Performance Variables**

Indicator	Response (%)					Mean	Information
	STS	TS	KS	S	SS		
Quantity	0,00	9,5	40,5	42,9	7,1	3,48	Good
Quality	0,00	2,4	51,2	38,1	8,3	3,52	Good
Punctuality	0,00	10,7	38,1	42,9	8,3	3,49	Good
Presence	0,00	10,7	38,1	42,9	8,3	3,49	Good
Cooperation Ability	0,00	6,0	45,2	38,1	10,7	3,54	Good
Responsibility	0,00	6,0	44,0	42,9	7,1	3,51	Good
<b>ASN Performance Average (Y<sub>2</sub>)</b>						<b>3,51</b>	Good

Description: STS=Strongly Disagree; TS=Disagree; KS=Disagree; S=Agree; SS=Strongly Agree

## Results and discussions

### 1. Outer Model Results

There are three criteria in the use of data analysis techniques with SmartPLS to assess the outer model, namely convergent validity, discriminant validity, and composite reliability.

- a) *Convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between the item score or component score estimated with the Smart PLS Software. The individual reflexive measure is said to be high if it correlates more than 0.70 with the variable being measured. In this study, a loading factor limit of 0.7 will be used. Processing results using Smart PLS Software.*

**Table 5 Convergent Validity Test Results**

	Original	T Statistics	P Values	Information
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	Sample (O)	( O/STDEV )		
X1.1 <- Placement	0,759	15.047	0.000	Valid
X1.2 <- Placement	0,745	15.019	0.000	Valid
X1.3 <- Placement	0,786	17.843	0.000	Valid
X1.4 <- Placement	0,756	14.622	0.000	Valid
X2.1 <- Competence	0,796	20.589	0.000	Valid
X2.2 <- Competence	0,746	14.213	0.000	Valid
X2.3 <- Competence	0,742	14.163	0.000	Valid
X2.4 <- Competence	0,690	10.131	0.000	Valid
X2.5 <- Competence	0,723	11.989	0.000	Valid
X2.6 <- Competence	0,732	12.488	0.000	Valid
Y1.1 <- Satisfaction	0,760	16.118	0.000	Valid
Y1.2 <- Satisfaction	0,750	13.011	0.000	Valid
Y1.3 <- Satisfaction	0,738	11.563	0.000	Valid
Y1.4 <- Satisfaction	0,678	10.638	0.000	Valid
Y1.5 <- Satisfaction	0,647	8.336	0.000	Valid
Y2.1 <- Employee Performance	0,766	15.047	0.000	Valid
Y2.2 <- Employee Performance	0,722	13.587	0.000	Valid
Y2.3 <- Employee Performance	0,749	12.134	0.000	Valid
Y2.4 <- Employee Performance	0,697	12.838	0.000	Valid
Y2.5 <- Employee Performance	0,795	20.794	0.000	Valid
Y2.6 <- Employee Performance	0,738	13.777	0.000	Valid

The table above shows that there are 4 variable measurement indicators that have an outer loading value below 0.7, but according to Hair et al. 2022, stated that an indicator with a value below 0.7 can be said to be valid if the outer loading value is  $> 0.4$  and the AVE value is  $> 0.5$ . In this result, the outer loading value of all research variable indicators is  $> 0.4$  and the AVE value is  $> 0.50$ , so it can be concluded that all research variable indicators are valid.

The placement variable with work skills indicators has the highest outer loading value, which is equal to 0.786. Competency variable with knowledge indicator has the highest outer loading value, which is equal to 0.796. The variable of job satisfaction with an indicator of job intrinsic characteristics has the highest outer loading value, which is equal to 0.760. Performance variables with indicators of the ability to work together have the highest outer loading value, which is equal to 0.795.

- b) Discriminant validity, carried out to ensure that each concept of each latent variable is different from other variables. The model is said to have good discriminant validity if each loading indicator value of a latent variable has an AVE value of more than 0.50.

**Table 6. Discriminant Validity Test Results**

Variable	AVE	Correlation			
Satisfaction	0,512	0,716			
Employee Performance	0,565	0,796	0,745		
Competence	0,546	0,773	0,769	0,739	
Placement	0,580	0,753	0,797	0,645	0,762

From the table above it can be explained that from the results of the four research variables, it has an AVE value above 0.50 and all variables have a higher AVE root value than the correlation coefficient between one variable and the other variables so that it can be said that the data has good discriminant validity.

- c) Composite Reliability, the reliability criteria of research variables can also be seen from the reliability value of a variable itself. The variable is said to meet the reliability value, if the Cronbach's alpha value is  $> 0.60$  and the composite reliability value is more than 0.70. Table 5.8 will present the Composite Reliability value.

**Table 7. Composite Reliability Test Results**

Variable	Cronbach's alpha	Composite reliability	Information
Satisfaction	0,761	0,764	Reliable
Employee Performance	0,839	0,841	Reliable
Competence	0,833	0,834	Reliable
Placement	0,759	0,761	Reliable

The table above informs that all variables meet composite reliability because their value is more than 0.70, and also the Cronbach's alpha value  $> 0.60$ , so it can be concluded that all research variable indicators have met the reliability criteria. Based on the overall evaluation results, both convergent validity. AVE, composite reliability, which has been described above, it can be concluded that indicators as a measure of latent variables are valid and reliable measures.

## 2. Inner Model Results

The structural model is evaluated by taking into account the Q2 predictive relevance of the model which measures how well the observed value is generated by the model. The Q2 value is based on the coefficient of determination of all dependent variables. The value of Q2 has a range of  $0 < Q2 < 1$ , the closer to 1 the better the model.

**Table 8. R-Square Value**

Structural Models	Variable	R-Square
1	Satisfaction	0,708
2	Performance	0,763
Calculation $Q^2$ : $Q^2 = 1 - [(1 - R_1^2) (1 - R_2^2)]$ $Q^2 = 1 - [(1 - 0,708) (1 - 0,763)]$ $Q^2 = 1 - [(0,292) (0,237)]$ $Q^2 = 1 - 0,069$ $Q^2 = 0,931$		

Based on the table above, it can be seen that the evaluation results of the structural model have a Q2 value of 0.931. This provides evidence that the structural model has a very good Goodness of Fit Model. This result can be interpreted that the information contained in the data is 93.1% can be explained by the model, while the remaining 6.9% is explained by error or other variables not included in the model.

## Hypothesis Testing Results

Hypothesis testing is done by t-test on each path of partial direct influence and indirect influence through mediating variables.

### 1. Direct Effect Testing

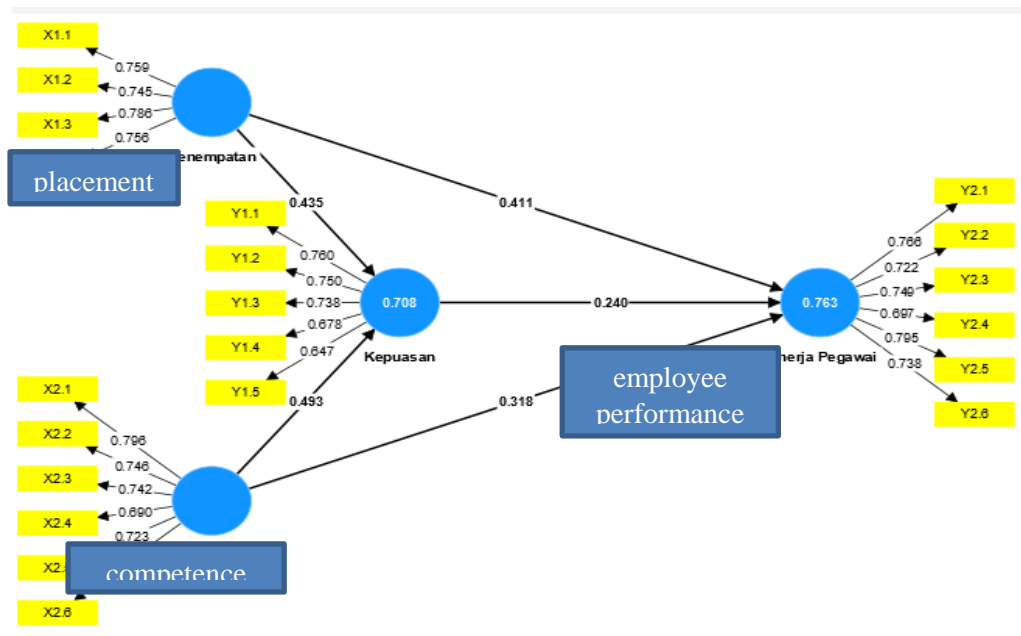
The results of the path coefficient on each path for direct influence will be presented as follows:

**Table 9. Results of the Direct Effect Test**

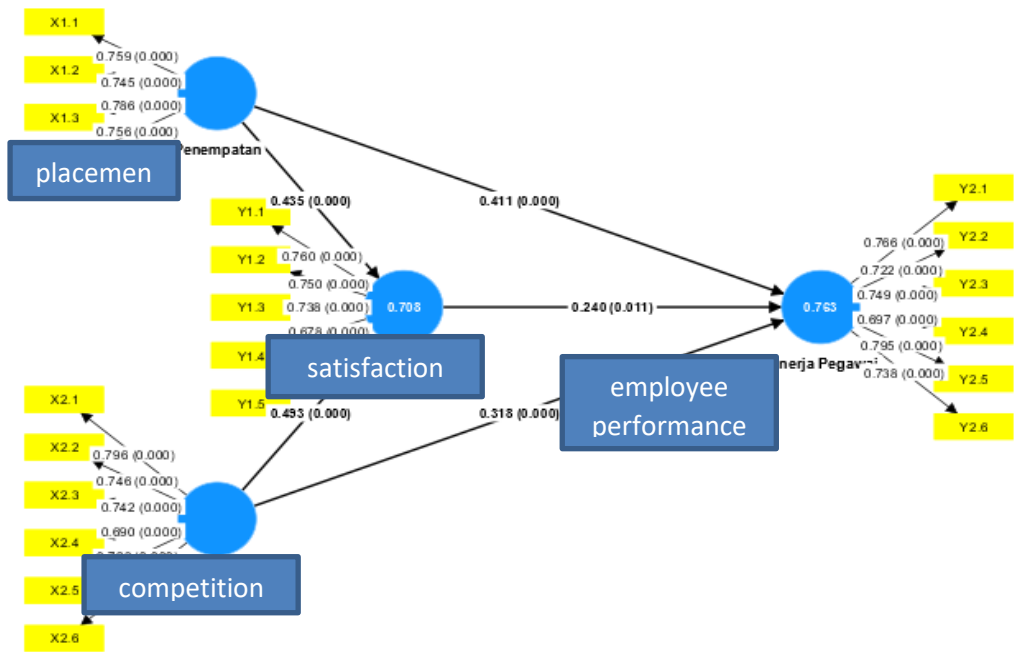
Variable	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Information
Satisfaction -> Employee Performance	0,240	2.545	0.011	Significant
Competence -> Satisfaction	0,493	6.451	0.000	Significant
Competence -> Employee Performance	0,318	4.143	0.000	Significant
Placement -> Satisfaction	0,435	5.912	0.000	Significant
Penempatan -> Employee Performance	0,411	5.438	0.000	Significant

Based on the results of the analysis carried out, an image of the research model can be presented in accordance with the analysis using Smart PLS 4.0 Software, namely as follows:

**Figure 1. Effect of Job Placement and Competence on Job Satisfaction and Performance (PLS Algorithm)**



**Figure 2 Effect of Work Placement and Competence on Job Satisfaction and Performance (Bootstrapping)**



- Testing Hypothesis 1: The first hypothesis states that work placement has a positive effect on job satisfaction. The results of the hypothesis test showed a positive effect with a coefficient = 0.435 and a T-statistic of 5.912. The T-Statistic value shows more than 1.96, thus H1 is accepted. This means that job placement has a positive and significant effect on job satisfaction.
- Testing Hypothesis 2: The second hypothesis states that competency has a positive effect on job satisfaction. The results of the hypothesis test showed a positive effect with a coefficient = 0.493 and a T-statistic of 6.451. The T-Statistic value shows more than 1.96, thus H2 is accepted. This means that competence has a positive and significant effect on job satisfaction.
- Testing Hypothesis 3: The third hypothesis proposed in this study is that work placement has a positive effect on employee performance. The results of the hypothesis test showed a positive effect with a coefficient = 0.411 and a T-statistic of 5.438. The T-Statistic value shows more than 1.96, thus H3 is accepted. This means that work placement has a positive and significant effect on employee performance.
- Testing Hypothesis 4: The fourth hypothesis proposed in this study is that competency has a positive effect on employee performance. The results of the hypothesis test showed a positive effect with a coefficient = 0.318 and a T-statistic of 4.143. The T-Statistic value shows more than 1.96, thus H4 is accepted. This means that competence has a positive and significant effect on employee performance.
- Testing Hypothesis 5: The fifth hypothesis proposed in this study is that job satisfaction has a positive effect on employee performance. The results of the hypothesis test showed a positive effect with a coefficient = 0.240 and a T-statistic of 2.545. The T-Statistic value shows more than 1.96, thus H5 is accepted. This means that job satisfaction has a positive and significant effect on employee performance.

## 2. Mediation Effect Testing

Testing the effect of mediation can be examined the level of intervention of the mediating variable, whether it is fully mediating, partially mediating or not mediating. The mediation variable testing method is as follows.

- Examine the direct effect of the independent variable on the dependent variable in the model by involving the mediating variable.



- b. Examine the effect of the independent variables on the dependent variable in the model without involving mediating variables.
- c. Examine the effect of independent variables on mediating variables.
- d. Examine the effect of the mediating variable on the dependent variable.

The results of the evaluation of the four influences (a), (b), (c), and (d), then the level of intervention can be determined from the mediating variable with the following stages of analysis.

- a) If the effect of the independent variable on the mediating variable (c) is significant and the effect of the mediating variable on the dependent variable (d) is significant, the direct effect of the independent variable on the dependent variable in the model involving the mediating variable (a) is non-significant, the direct effect of the independent variable to the dependent variable without involving the mediating variable (b) is significant, so it is said to be a full (perfect) mediating variable.
- b) If the effect of the independent variable on the mediating variable (c) is significant and the effect of the mediating variable on the dependent variable (d) is significant, the direct effect of the independent variable on the dependent variable in the model involving the mediating variable (a) is significant, and the direct effect of the independent variable to the dependent variable without involving the mediating variable (b) is significant, so it is said to be a partial mediating variable.
- c) If (c), (d) and (a) are significant, but the coefficient of (a) is almost the same as the coefficient (b), then it is said not to be a mediating variable.
- d) If one of (c) or (d) is non-significant, then it is said not to be a mediating variable.

The results of the indirect effect can be presented in Table 10. To facilitate testing of the mediating variables in this study, an analysis was carried out, namely, as follows:

**Table 10. Recapitulation of Mediation Testing Results**

No	Path	Mediation Paths	(a)	(b)	(c)	(d)	Information
1	work placement -> Performance	Work Placement -> Satisfaction -> Performance	0,41 1 (sig)	0,51 6 (sig)	0,43 5 (sig)	0,24 0 (sig)	<i>Partial Mediation</i>
2	Competence -> Performance	Competence -> Satisfaction -> Performance	0,31 8 (sig)	0,43 8 (sig)	0,49 3 (sig)	0,24 0 (sig)	<i>Partial Mediation</i>

The results of testing the mediating variable in Table 10 can be interpreted as follows:

- a) Job satisfaction (Y1) is able to mediate the effect of work placement (X1) on employee performance (Y2). These results are shown from the mediation test which shows the influence of (a), (b), (c), (d) shows significant results.
- b) Job satisfaction (Y1) is able to mediate the influence between competence (X2) on employee performance (Y2). These results are shown from the mediation test which shows the influence of (a), (b), (c), (d) shows significant results.

### 3. Analysis of Direct, Indirect and Total Influence

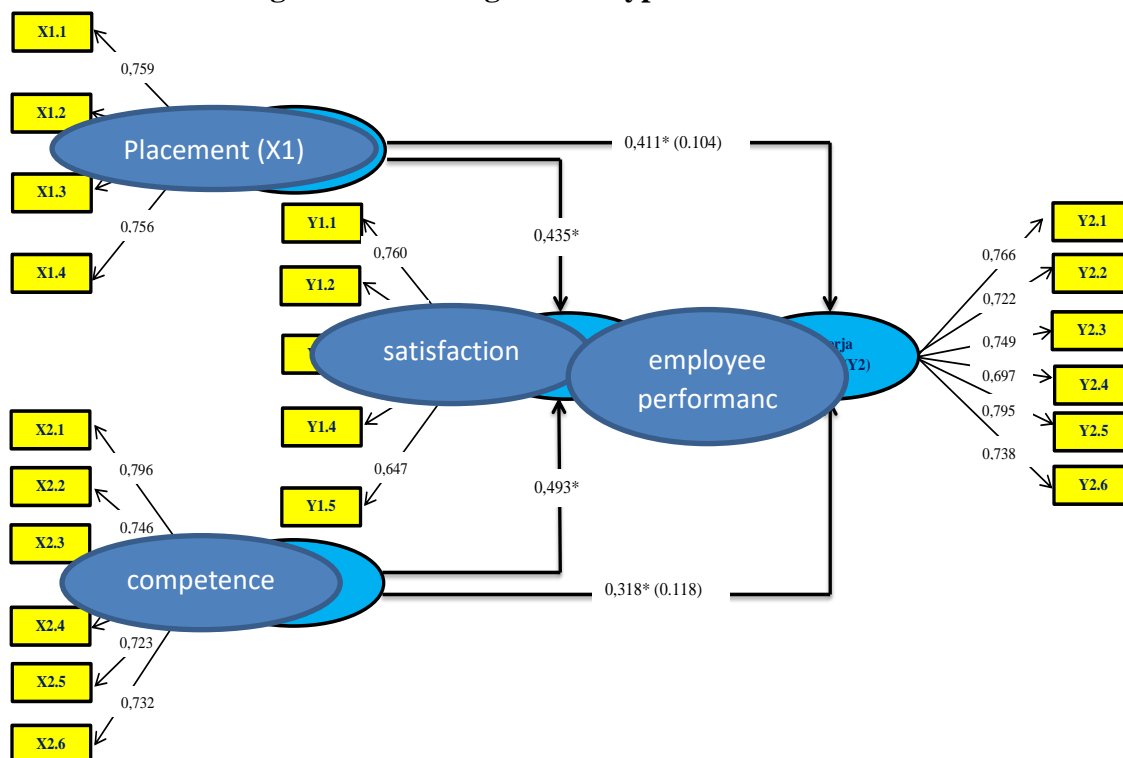
In order to know the overall effect for each relationship between the variables studied, a recapitulation of direct, indirect, and total effects can be presented in Table 11, which is as follows:

**Table 11 Direct Influence, Indirect Influence and Total Influence**

No	Relations Between Variables	Immediate Effect	Indirect Effect	Total Effect
1	Satisfaction -> Employee Performance	0,240	-	0,240
2	Competence -> Satisfaction	0,493	-	0,493
3	Competence -> Employee Performance	0,318	0,118	0,436
4	Placement -> Satisfaction	0,435	-	0,435
5	Placement -> Employee Performance	0,411	0,104	0,516

Table 11 above shows the largest total influence value to influence employee performance as shown by the path of work placement on employee performance through job satisfaction of 0.516. This means that organizations must pay attention to placements that are in accordance with the employee's area of expertise so that employees feel satisfied and employee performance will also increase, which is an important consideration compared to going through the competence path to employee performance through job satisfaction.

**Figure 3 Path Diagram of Hypothesis Test Results**



Based on the picture above, it can be stated that these findings provide an indication that the right job placement makes employees more satisfied at work so that later they can improve the employee's own

performance. Besides that, the better competence of employees can increase job satisfaction, which in turn will also be able to improve employee performance.

#### 4. Research Variable Profile Analysis

This study was conducted to explore the variables studied based on the value of the factor weight (factor loading) and the mean (mean). The profile presentation of job placement variables (X1), competency (X2), job satisfaction (Y1), and employee performance (Y2) can be described as follows:

##### 1) Job Placement Profile (X1)

Work placement (X1) activities carried out by ASN of the Bali Province Industry and Trade Service to engage in job satisfaction, carry out business activities that face risks, and try to be proactive in order to face competition. This construct consists of 4 indicators, namely proactiveness, risk taking, and innovativeness. As for the accurate job placement profile, it can be presented in Table 12 below.

**Table 12. Factor Weight and Work Placement Variable Average (X1)**

Indicator	Factor weights		Average
	<i>Out.Loading</i>	T-Stat	
Education (X1.1)	0,759	15.047	3,47
Work knowledge (X1.2)	0,745	15.019	3,44
Work skills (X1.1)	0,786	17.843	3,45
Work experience (X1.2)	0,756	14.622	3,49

Information from Table 12 above provides an indication that job skills are an important dimension and are considered by leaders.

##### 2) Competency Profile (X2)

Competence (X2) is a set of behaviors, attitudes, values, assumptions and beliefs that are owned by ASN of the Bali Province Industry and Trade Service which are believed by every element within the company/institution. The competency dimension profiles studied can be presented in Table 13 below.

**Table 13. Factor Weights and Competency Variable Averages**

Indikator	Factor weights		Average
	<i>Out.Loading</i>	T-Stat	
Knowledge (X2.1)	0,796	20.589	3,56
Understanding (X2.2)	0,746	14.213	3,57
Ability (X2.3)	0,742	14.163	3,73
Value (X2.4)	0,690	10.131	3,52
Attitude (X2.4)	0,723	11.989	3,58
Interest (X2.4)	0,732	12.488	3,68

Information from Table 13 above provides an indication that in the competence variable, ability indicators are important and are considered by the leadership.

**Table 14. Factor Weights and Average Job Satisfaction Variables**

Indicator	Factor weight indicator		Average
	<i>Out.Loading</i>	T-Stat	
Intrinsic characteristics of work (Y1.1)	0,760	16.118	3,62

Salary (Y1.2)	0,750	13.011	3,71
Supervision (Y1.3)	0,738	11.563	3,74
Peers (Y1.4)	0,678	10.638	3,62
Working conditions (Y1.5)	0,647	8.336	3,76

Information from Table 14 above provides an indication that the variable of job satisfaction in the indicator of job intrinsic characteristics is an indicator that is considered important, but process job satisfaction is an indicator that reflects the variable of job satisfaction.

**Table 15. Factor Weights and Average ASN Performance Variables**

Indicator	Factor weights		Average
	<i>Out.Loading</i>	<i>T-Stat</i>	
Quantity (Y2.1)	0,766	15.047	3,48
Quality (Y2.2)	0,722	13.587	3,52
Timeliness (Y2.3)	0,749	12.134	3,49
Attendance (Y2.4)	0,697	12.838	3,49
Work ability (Y2.5)	0,795	20.794	3,54
Responsibility (Y2.6)	0,738	13.777	3,51

Information from Table 15 above provides an indication that the ASN performance variable on the workability indicator is an important indicator and reflects ASN performance.

## Discussion

Based on the results of the PLS analysis, this section will discuss the results of the calculations that have been carried out. This study aims to determine the effect of job placement, competency on ASN performance through job satisfaction. Testing is shown through the existing hypotheses so that you can find out how each variable influences the other variables.

### 1. The Effect of Job Placement on Job Satisfaction

The results of statistical data analysis show that job placement has a positive and significant effect on job satisfaction, so the analysis of this research model shows that higher job placement will lead to higher job satisfaction.

Work placement is a process and practice that directs organizations to perform job satisfaction (Ferreira and Coelho, 2020) because work placement is associated with managerial practices, methods, and decision-making styles regarding market offerings and taking risks to produce products, services, and even markets that are new (Seo, 2020).

The results of this study support previous research conducted by Kusumawardana et al., (2023) which has proven that there is a significant effect of Job Placement on Employee Job Satisfaction at the Education and Culture Office of Probolinggo Regency.

### 2. The effect of competence on job satisfaction

The results of statistical data analysis show that competence has a positive and significant effect on job satisfaction, so the analysis of this research model shows that more support for competence will lead to high job satisfaction.

Competence is a factor that is considered to have a very important role in increasing company job satisfaction (Wu et al., 2019). The essence of competence is to stimulate creativity and innovative behavior among employees which is very helpful in creating creative ideas and considering job satisfaction as a core value of the company (Shahzad et al., 2017).

The results of this study support previous research conducted by Andi Syahrudin et al (2016) with the title of his research: Effect of Competence, Organizational Culture and Climate of Organization to the

Organizational Commitment, Job Satisfaction and the Performance of Employees in the Scope of Makassar City. The results of the analysis and testing of the hypothesis, the conclusion of this study is that competence has a significant positive effect on organizational commitment, job satisfaction and employee performance. Buyung Satria Permana (2020) The Influence of Competence, Organizational Culture on Employee Performance With Organizational Commitment as Intervening Variables at PT. PAG, shows that there is an influence of competence and organizational culture on organizational commitment, and there is an influence of competence and organizational commitment on employee performance. As well as research by Syahrudin et al (2016) with the research title: Effect of Competence, Organizational Culture and Climate of Organization to the Organizational Commitment, Job Satisfaction and the Performance of Employees in the Scope of Makassar City Government, the conclusion from this study is that competence influences significant positive effect on organizational commitment, job satisfaction and employee performance.

3. Effect of Work Placement on ASN Performance.

The results of statistical data analysis show that work placement has a positive and significant effect on ASN performance, so the analysis of this research model shows that higher job placement will lead to high ASN performance.

From the perspective of the RBV, competitive advantage is achieved by a company with unique resources and work placements represent a strategic resource for the company because it "reflects the company's philosophy of how to do business through a set of deep-rooted values and beliefs that guide the company's efforts to achieve performance excellence, therefore EO is considered a company's strategic resource to improve performance (Ato Sarsah et al., 2020).

This research is in line with that conducted by Kusumawardana et al., (2023) proving that there is a significant effect of Work Placement on Employee Performance at the Education and Culture Office of Probolinggo Regency.

4. The influence of competency on ASN performance

The results of statistical data analysis show that competency has a positive and significant effect on ASN performance, so the analysis of this research model shows that more support for competence will lead to high ASN performance.

The success of an organization depends on the competencies created by company leaders because the beliefs and values of organizational leaders will always influence the performance of the ASN (Soebbing et al., 2015). Competence is related to ASN Performance through its impact on the coordination of efforts by each member of the organization (Hartnell et al., 2019).

The results of this research are in line with Akhmad Fauzi's research (2019) The Effect of Competence on Employee Performance at the Government Bureau and Cooperation of the Regional Secretariat of West Java Province. Stating shows that simultaneously employee competence has a positive and significant effect on employee performance at the Bureau of Government and Cooperation of the Regional Secretariat of West Java Province.

5. The effect of job satisfaction on ASN performance

The results of statistical data analysis show that job satisfaction has a positive and significant effect on ASN performance, so the analysis of this research model shows that higher job satisfaction will lead to high ASN performance.

Job satisfaction is a crucial factor in improving ASN performance due to changes in the business environment (Ferreira and Coelho, 2020). Companies that are able to carry out job satisfaction will have more ability to deliver new products and services, improve processes more quickly to meet market needs and take advantage of opportunities compared to companies that are not innovative so that job satisfaction allows for increased company performance (Aboramadan et al., 2019).

The results of this study are in line with Hamdiah et al., (2023) with the results showing that there is a real (significant) effect of the Job Satisfaction variable on Employee Performance in Government Offices, Lembang District, Pinrang Regency.

6. The role of job satisfaction mediates the effect of work placement on ASN performance.

The results of statistical data analysis show that job satisfaction can mediate the influence of job placement on ASN performance at the Bali Province Industry and Trade Office. This means that leaders at the Office of Industry and Trade of the Province of Bali must try to increase job satisfaction in the form of process job satisfaction and product job satisfaction. With an increase in work placements and accompanied by high job satisfaction, the institution will have better ASN performance

Work placement is measured as procedural behavior that operates at the company level and when work placement is able to manage job satisfaction, companies will have better performance than companies that are not innovative (Lita et al., 2020).

This research supports previous research conducted by Adic Negara (2020) which states that job satisfaction can mediate employee placement which affects employee performance at Regional Office VII of the State Civil Service Agency. F Hidayat, S. Kelvin (2022) concluded that job satisfaction is able to mediate or have a direct impact on job placement for employee performance.

7. The role of job satisfaction mediates the influence of competency on ASN performance.

The results of statistical data analysis show that competency can mediate the effect of competency on ASN performance. This means that leaders at the Office of Industry and Trade of the Province of Bali must try to increase job satisfaction in the form of process job satisfaction and product job satisfaction. With an increase in competency and accompanied by high job satisfaction, ASN will have better performance

This research supports previous research conducted by Randi (2020) who found that job satisfaction mediates competency and work placement on employee performance. Arifudin (2022) concluded that in the results of mediation tests that have been carried out that job satisfaction can mediate the effect of competence and work placement on work performance at the Office of the Land Transportation Management Center for Region XIX Sulselbar.

### Conclusion

Based on the discussion of the research results, it can be concluded that the influence of job placement and competency on ASN performance through job satisfaction is as follows:

1. The results of statistical data analysis show that work placement has a positive and significant impact on job satisfaction of civil servants at the Bali Province Industry and Trade Service. This means that the higher the job placement, the higher the job satisfaction.
2. The results of statistical data analysis show that competency has a positive and significant effect on job satisfaction of civil servants at the Office of Industry and Trade of the Province of Bali. This means that the more competence supports, the higher job satisfaction
3. The results of statistical data analysis show that work placement has a positive and significant effect on the performance of ASNs at the Office of Industry and Trade of the Province of Bali. This means that the higher the job placement, the higher the employee performance.
4. The results of statistical data analysis show that competence has a positive and significant effect on the performance of ASNs at the Bali Province Industry and Trade Office. This means that the more competence supports, the higher the employee performance.
5. The results of statistical data analysis show that job satisfaction has a positive and significant effect on the performance of civil servants at the Bali Province Industry and Trade Office. This means that the higher the job satisfaction, the higher the employee performance.

6. The results of statistical data analysis show the role of job satisfaction in mediating the effect of job placement on the performance of ASNs at the Bali Province Industry and Trade Service.
7. The results of statistical data analysis show that job satisfaction can mediate the effect of competence on the performance of ASNs at the Bali Province Industry and Trade Service.

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