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# The Effect of Competence and Placement of Staff on Performance with Satisfaction as Mediation in the East Java Women's Empowerment, Child Protection and Population Office

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**Abstract:** This study aims to analyze the direct and indirect influence of competency and employee placement on performance through job satisfaction at the East Java Women's Empowerment, Child Protection and Population Office (DP3AK). The research approach is quantitative. The research data by a survey method, with a Likert scale questionnaire. The sampling technique was carried out purposively, using the Slovin formula. The analysis technique uses the Structural Equation Model (SEM) PLS-SEM version 4.1.9 analysis. The results of the study show that there is a direct and significant influence of employee competence and employee placement on employee performance at the DP3AK Office of East Java Province. Job satisfaction significantly plays a mediating role in the influence of employee competence and employee placement on employee performance in the DP3AK Office of East Java Province.

**Keyword:** Competence, Employee Placement, Performance, Job Satisfaction DP3AK

## INTRODUCTION

The Women's Empowerment, Child Protection and Population Office (DP3AK) is a government agency responsible for advancing women and protecting children from all forms of violence and discrimination. The functions and roles of DP3AK can include several things, including empowering women economically, socially, and politically. This can be done through training programs, education, providing access to economic resources, and support for skills development. DP3AK also conducts various activities such as awareness campaigns, victim assistance services, policy advocacy, and the establishment of a child protection system.

DP3AK also has an important role in monitoring and ensuring law enforcement against violations of women's and children's rights. They work closely with the police and other legal institutions, university, private sector to ensure that the violations are followed up seriously.

Competence is a combination of knowledge, skills, and attitudes that affect a person's duties or responsibilities in the workplace, which are related to performance and can be measured based on accepted standards and can be improved through training and development (Lucia & Lepsinger, 1999 in Chouhan & Srivastava, 2014).

Competencies include knowledge, skills, and abilities (KSA - Knowledge, Skill, Ability) that in the workplace (Chouhan & Srivastava, 2014).

Related to this competency that is being faced by DP3AK East Java Province. DP3AK employees are employees starting from DP3AK Jatim and from other department who are assigned to DP3AK. This transfer is relatively less based on the competencies possessed by employees.

In relation to this competency issue, it becomes necessary to research further about the placement of employees. According to Hasibuan (2010:62), employee placement aims to place the right person in the right place. Appropriate placement involves consideration of educational background, physical and spiritual health, work experience, age, gender, marital status, interests, and hobbies of the employee, matching individuals with job titles based on knowledge, skills, references, and personality.

Job placement should be ensure that they are able to carry out the responsibilities and risks related to these tasks and jobs (Siswanto, 2005:32).

If the placement of employees in appropriate compliance with the requirements needed by the organization, the organization will produce maximum organizational performance

Employee performance is very important because the performance of individual employees in an organization is part of the overall performance of the organization

When an employee has competencies that match the demands of the job, they tend to effectively and efficiently. When an employee's competencies match the demands of the job, it can increase their confidence, motivation, and job satisfaction. Thus, the relationship between competency and employee performance is very close, strong competence can be driver to achieve high performance in the work environment.

The right placement of employees has a significant impact on employee performance in an organization. When an employee is placed in a position or job title that matches their competencies, interests, and potential, they are able to make maximum contributions and achieve optimal performance. With the right placement, employees can feel more motivated, confident, and passionate about carrying out their duties.

Research related to the relationship between competence and placement to employee performance has been carried out by several researchers before. F. A. Toreh., G. Sendow., I. Trang (2022) stated that employee competence did not have a significant effect on performance, then Hamdiah, Firman and Sultan (2023) stated that employee competence did not have a significant effect but employee placement had a significant effect. Meanwhile, according to research by Kusumawardana, Rosidi and Halim (2023), employee competence and employee placement have a significant effect on performance. On the basis of the lack of consistent results, it is suspected that there is a role of other variables in the relationship of competence and placement to employee performance (Cresswel, 2014). The role of these variables can function as mediation. According to Purba (2020), the mediating factor can be related to employee job satisfaction.

Job satisfaction has an important role as a mediating variable that affects employee performance in various organizations. Job satisfaction includes positive feelings and pleasant evaluations of aspects of the job, including salary, work environment, recognition of achievements, and opportunities for growth. When employees feel satisfied with these aspects, they tend to be more motivated, passionate, and dedicated in carrying out their tasks.

As a mediating variable, job satisfaction connects internal organizational factors with employee performance. Working conditions in the context that will be studied further are employee competencies and placements. On this basis, increasing the level of employee job satisfaction can be an effective strategy to mediate and improve their overall performance at work. Organizations that pay attention to needs and expectations of employees have a better chance of achieving optimal performance levels and building a positive productive work environment.

## METHOD

This study applies a quantitative approach. The research data by a survey method a Likert scale questionnaire, This research was conducted at the DP3AK office of East Java Province. The independent variables of the study were competence and employee placement. The intervening variable of job satisfaction and variable dependent employee performance. The competency dimension used is based on research (Salman et al., 2020). Job satisfaction indicators are taken from Spector's (1985) research. The results of the validity test using Pearson correlation showed that all the variables measured in this study were valid. The validity of a variable is said to be achieved if the significance value is less than 0.05. Reliability tests were conducted to assess the internal consistency of the items contained in this research questionnaire. Measurements were made using the Alpha-Cronbach coefficient. The test results obtained the Alpha Cronbach value of all variables above 0.70 so that all variables an adequate level of reliability. The population in this study is all DP3AK employees of East Java Province, which totals 200 people. The sampling technique purposively, using the Slovin formula, a large sample size of 67. The data collection method by distributing questionnaires with survey methods both offline printed questionnaires and online G form. The data was then analyzed using the Structural Equation Model (SEM) PLS SEM version 4.1.9.

## RESULTS AND DISCUSSION

Based on the test results, it was obtained that all the values of the loading factor/outer loading indicator in each variable  $> 0.7$ , it concluded that all indicators in each variable were declared passed the convergent validity test. Furthermore, the validity of the crime can also be measured using Fornell Larcker value. Where the Fornell Larcker Value (AVE Root)  $> 0.5$  main variable and higher compared to the values of other variables, the latent variable is good.

Table 1 Results of the Fornell Larcker Method Discriminant Validity Test

Variable	Satisfaction	Performance	Competence	Employee Placement
Satisfaction	<b>0.913</b>			
Performance	0.659	<b>0.908</b>		
Competence	0.421	0.463	<b>0.941</b>	
Employee Placement	0.504	0.575	0.269	<b>0.924</b>

Based on the test results, it was found that all Fornell Larcker values (Ave root) (yellow color) of each variable  $> 0.5$  and higher correlated with other variables, it can be concluded that all variables were declared passed the discriminatory validity test of the Fornell Larcker method. Next are the results of the construct validity and construct reliability test:

Table 2 Results of Construct Validity Testing

Variable	(AVE)	Cronbach's alpha	Composite reliability
Satisfaction	0.834	0.971	0.976

Performance	0.824	0.969	0.974
Competence	0.886	0.957	0.969
Employee Placement	0.854	0.943	0.959

Based on the test results, all AVE values for each variable  $> 0.5$  and the reliability test results  $> 0.7$ , so it can be concluded that all variables were declared passed the construction validity and reliability tests.

After the measurement model test, the next stage is the structural model. The structural stage aims to find out whether there is an influence between variables. The test was carried out using the t-test. The variable have an influence if the significance value t is less than 0.05.

The calculation results can be seen in the following figure:

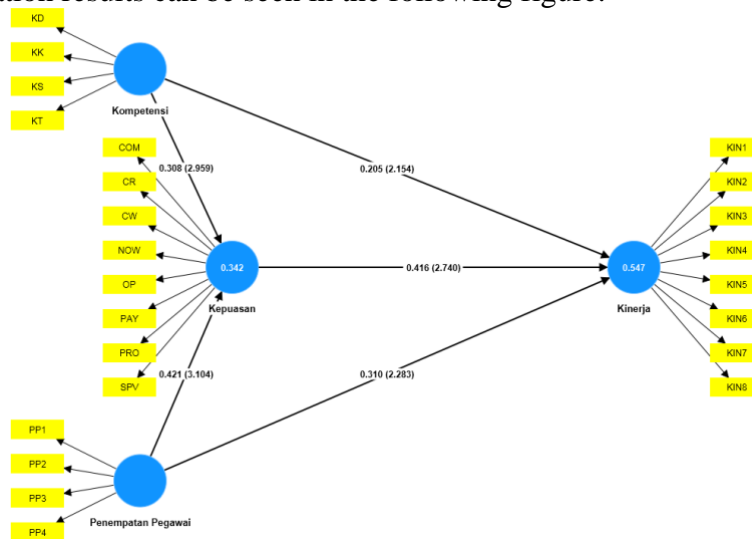


Figure 1. Inner Model Results

The following are the estimate values and the results of testing the hypothesis of the direct influence of the relationship between the research variables:

Table 4 Results of Inner Model Testing

Relationship between Variables	Original sample (O)	T statistics ( O/STDEV )	P values
<b>Direct Effect</b>			
Competence → Performance	0.205	2.154	0.031
Employee Placement → Performance	0.310	2.283	0.022
<b>Indirect Effect</b>			
Competence -> Satisfaction -> Performance	0.128	1.971	0.049
Employee Placement -> Satisfaction -> Performance	0.175	1.974	0.048

### Direct Impact Testing

The relationship between competence and performance showed a significant result of a p-value below 0.05 so that it was statistically significant, with a coefficient of 0.205. This shows that

improving employee competencies will contribute to improving their performance. This shows that competence contributes positively to employee work outcomes.

Employee placement also had a significant effect on performance, showing significant results with a p-value below 0.05 so that it was statistically significant, with a coefficient of 0.310. This shows that the placement of employees contributes positively to the work results of employees.

### Indirect Influence Testing

The results of the analysis also show that the indirect influence of competence on performance through satisfaction has a coefficient value of 0.128 with a t-value of 1.971 and a p-value of 0.049. This shows that the competencies possessed by employees contribute positively to their satisfaction, which then has an impact on improving performance. Statistically, the p-value (0.049) is less than 0.05, is also significant at the 95% confidence level. In other words, employees who have adequate competence tend to be more satisfied at work, and that satisfaction will ultimately be reflected in better performance.

Based on the results of the analysis, it is known that the indirect influence of employee placement on employment through satisfaction has a coefficient value of 0.175 with a t-value of 1.974 and a p-value of 0.048. This shows good placement can increase employee satisfaction, which in turn will improve their performance. Statistically, because the p-value (0.048) is less than 0.05, this is significant at a 95% confidence level. In other words, the placement of employees by their skills and interests contributes positively to their satisfaction, and this high satisfaction will have implications for improving performance.

The determination coefficient aims to measure the extent to which the change in the dependent variable caused by the independent variable can be explained. The value of the determination coefficient is 0 to 1. If the value of  $R^2 = 0$  or is getting smaller, indicates a low or limited determination coefficient to be explained. If the value of  $R^2 = 1$  or is getting larger, indicates a high or well-explained coefficient of determination.

**Table 5 Coefficient of Determination (R Square) and Q Square**

Relationship between Variables	R-square	R-square adjusted	Q <sup>2</sup> (=1-SSE/SSO)
Competencies and placement of employees → Satisfaction	0.342	0.321	0.272
Competence, employee placement, satisfaction → Performance	0.547	0.526	0.441

The value of the determination coefficient ( $R^2$ ) for the influence of Competency and Employee Placement on Satisfaction is 0.342. This means that 34.2% of the variation in Employee Satisfaction can be explained by the variation in Employee Competencies and Placements.  $R^2$  value of 0.342 indicates that these two variables have an important role in improving employee satisfaction in the organization. The value of the determination coefficient ( $R^2$ ) for the influence of Competence, Employee Placement, and Satisfaction on Performance is 0.547. This means that 54.7% of the variation in employee Performance can be explained by variations in Competence, Employee Placement, and Satisfaction. More than half of the variation in employee performance can be explained by how Competence, Employee Placement, and Satisfaction interact with each other and affect each other.

The  $Q^2$  value for the influence of Competency and Employee Placement on Satisfaction is 0.272. This shows that the model has quite good predictive ability in explaining the variability of

employee satisfaction based on Employee Competencies and Placements. A  $Q^2$  value of 0.272 indicates that the model can predict 27.2% of the variability in employee satisfaction, which means that the model is reliable in predicting how Competency and Employee Placement affect employee satisfaction.

The  $Q^2$  value for the influence of competence, employee placement, and satisfaction with performance was 0.441. This shows model can predict 44.1% of the variability in employee performance, means the model is quite reliable in predicting how the combination of these three variables affects employee performance

The results of the fit model calculation show that SRMR or Saturated Root Mean Residual (SRMR) is worth 0.089. This value is less than 0.1 so the model is declared fit.

## **DISCUSSION**

### **Direct influence of competence on employee performance**

Employee competence is often considered one of the key factors that determine the overall success and performance of an organization.

The results of the tests conducted showed that there was a significant direct influence of competence on the performance of DP3AK employees in East Java Province.

Competence consists of a combination of knowledge, skills, and attitudes that individuals have. When a person has competencies match the demands of the job, their performance tends to improve. Competencies allow individuals to complete tasks more efficiently and effectively because they have a deep understanding of what to do and how to do it. Thus, investment in the development of individual competencies directly impacts the overall performance of the organization. Previous research by Kusumawardana, Rosidi, Halim (2023), shows that competence influences employee performance.

### **Direct influence of employee placement on employee performance**

Proper employee placement not only ensures that each individual works according to their competencies and interests, but also contributes significantly to the overall performance of the organization. This study aims to explore the relationship between employee placement and employee performance in the Women's Empowerment, Child Protection, and Population Office (DP3AK) of East Java Province. The results of the tests conducted showed that there was a significant direct influence of employee placement on the performance of DP3AK employees in East Java Province.

Previous research by Kusumawardana, Rosidi, Halim (2023) showed that employee placement affects employee performance.

### **Direct influence of competencies on employee performance through job satisfaction**

However, the influence of competence on performance is not always direct and simple; other factors can act as mediators in this relationship. This study aims to explore the indirect influence of competence on employee performance at the Women's Empowerment, Child Protection, and Population Office (DP3AK) of East Java Province, by taking into account the mediation role of other variables.

The results of the tests conducted showed that there was a significant indirect influence of competence on the performance of DP3AK employees in East Java Province. These findings highlight the importance of considering mediation channels to improve employee performance through employee job satisfaction.

When a person has a high level of competence, they tend to feel more satisfied with their job because they feel capable and skilled in carrying out the tasks given. High job satisfaction makes individuals work harder and make maximum contributions in their work. Therefore, job



satisfaction mediation is important in mediating the positive effects of competence on employee performance. Research that explains the role of mediation in the influence of competence on employee performance is Arifuddin (2022), Kusumawardana, Rosidi and Halim (2023). The study emphasizes that job satisfaction functions as an intermediary or mediator of the competency relationship with employee performance.

### **Direct influence of employee placement on employee performance through job satisfaction**

Individuals who are satisfied with their positions and duties tend to feel more motivated and strongly intentioned to achieve their job goals. High job satisfaction can also increase self-satisfaction, which ultimately contributes to better performance. Additionally, high job satisfaction influences an individual's work attitudes and behaviors, such as teamwork, initiative, and a desire to overcome challenges. Thus, job satisfaction mediation helps explain how the right placement of employees can affect performance through psychological and motivational pathways, which is important for improving employee performance which has an impact on organizational performance. Research that explains the role of mediation in the influence of competence on employee performance is Permatasari, Harlen, Machasin (2023), Arifuddin (2022), Kusumawardana, Rosidi and Halim (2023). The study emphasizes that job satisfaction functions as an intermediary or mediator of the competency relationship with employee performance

### **CONCLUSION**

The conclusion drawn from this study is that there is a direct and significant influence of employee competence, and employee placement on employee performance at the DP3AK Office of East Java Province. Job satisfaction significantly plays a mediating role in the influence of employee competence and employee placement on employee performance in the DP3AK Office of East Java Province. Organizations need to take strategic steps to maximize the potential of human resources by ensuring employee placement carried out carefully. Organizations also need to provide relevant and ongoing training programs. to develop their skills and knowledge. Thus can improve job satisfaction and overall performance. Organizations also need to involve employees in their work-related decision-making process to increase their sense of belonging and satisfaction. Then the organization can conduct periodic evaluations of employee performance and satisfaction is an important step to determine the effectiveness of employee placement and development programs. Constructive feedback can help employees understand areas that need improvement.

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