DETERMINATION OF EMPLOYMENT PLACEMENT, WORK ENVIRONMENT AND COMPETENCY OF EMPLOYEE PERFORMANCE THROUGH WORK MOTIVATION IN EMPLOYEE OPD KB WORKERS IN DISTRICT AND CITY IN RIAU ISLANDS PROVINCE

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ABSTRACT

This research was conducted at the District and City KB Regional Organization (OPD) in Riau Islands Province. Based on the phenomenon that occurs, there are still employees who have low performance are often found in several indicators, including delays in proposing budget activity plans. The number of samples in this study was as many as the population or called the saturated sample in which all populations were sampled as many as 78. As for the respondents, the OPD KB employees in each regency/city in 7 Riau Islands Province. By the hypotheses that have been formulated, in this study, inferential statistical data analysis is measured using Smart PLS (Partial Least Square) software starting from measurement models (outer models), structure models (inner models), and hypothesis testing. Determination Coefficient (R Square) Work Placement, Work Environment, Work Competence, and Motivation explains the Employee Performance variable 73.1%, and the remaining 26.9% is influenced or explained by other factors. Next is the Job Placement, Work Environment and Competence explains the Work Motivation variable by 71.5%. The remaining 28.5% is influenced or explained by other factors or variables not examined in this research model. To improve the performance of KB family planning staff, it can be done by motivating employees to work and be creative in their work.

KEYWORDS: Work Placement, Work Environment, Competence, Work Motivation, The performance

I. PRELIMINARY

1) Background

The State Civil Apparatus (ASN) is the basis for implementing the governance of a government system. The existence of the State Civil Apparatus is mainly the backbone of the government in implementing national development. Therefore, the State Civil Apparatus is expected to have the ability to move the wheels of government and launch government tasks in welcoming development, including providing excellent service to the community. Based on Law No. 5 of 2014 that the State Civil Apparatus is a profession for Civil Servants and Government Employees With Work Agreements working for government agencies means those who already have the conditions specified in the applicable laws and regulations are appointed by officials authorized, and entrusted with duties in

public office. By its primary function as the leading implementer of this country's government, the State Civil Apparatus has a high performance (work ethic) and competence and time discipline.

This research was conducted at the District and City KB Regional Organization (OPD) in Riau Islands Province. Based on the phenomenon that occurs, there are still employees who have low performance are often found in several indicators, including delays in proposing the budget activity plan, in which the budget proposal must be immediately compiled based on the allotted time. Apart from that, the target or low budget absorption in Batam City in 2019 was 75%. Tamin (2014) revealed that around four million Civil Servants spread throughout Indonesia; only 40% were truly professional, productive, and qualified. This figure is indeed not corrupt data, but it would be even better if only 40% of civil servants were not qualified. Sanctions given to employees are, among others, by a verbal reprimand and written reprimand, verbal reprimand, that is, the superior summons the employee concerned who has violated the rules by giving a direct warning. Referring to the review, the researcher conducted a study titled Determination of Work Placement, Work Environment, and Competence of Employee Performance Through Work Motivation in District and City OPD KB Employees in Riau Islands Province.

2) Formulation of the problem
Based on the background description of the problem, the formulation of the problem in this study is as follows:
a) Does work placement directly determine employee performance?
b) Does the work environment directly determine employee performance?
c) Does competency directly determine the employee's performance?
d) Does work motivation directly determine employee performance?
e) Does work placement directly determine work motivation?
f) Does the work environment directly determine work motivation?
g) Does competency determine the work motivation directly?

II. THEORY STUDY, THINKING FRAMEWORK, AND HYPOTHESES

1) The performance
Employee performance in many organizations is also an important aspect that always requires serious and in-depth attention and handling to achieve organizational goals. Because efforts to improve performance involve people with very diverse personalities and traits, the current division of work involves not only the needs of the organization but also the individuals directly involved, especially for people who are actively involved in the organization. Human resources owned by an agency can be a measure of the agency's ability/performance because human resources are the spearhead of the success of an agency in carrying out its duties. Mankunegara (2013) that performance is the result of

the quality and quantity of work achieved by an employee in carrying out their duties by the responsibilities given. This is also in line with the definition raised by Edison (2017), which means that performance as a result of a process that is referenced and measured for a certain period based on a predetermined provision or agreement.

Performance measurement is always the primary concern of a company or organization. Performance is an essential element in the company because performance is an expectation of how a person must behave in carrying out the task, which means showing a role in the organization. The better the performance of employees in each company will affect the company's goals. Priansa (2016: 260) states that performance in English is called job performance or actual performance or level of performance, which is the level of employee success in completing their work. Performance is a result of work achieved by a person carrying out the tasks assigned to him based on skill, experience, sincerity, and time (Hasibuan, 2009).

Based on the explanation of the definition of performance above, it can be synthesized that performance is the result of work achieved by an employee in carrying out functions by the responsibilities given to him both in quality and quantity. The performance indicators are 1) quantity of work, 2) quality of work, 3) timeliness produced.

2) Competency

A person's Competence is the ability to carry out or carry out a job or assignment given to each person based on skills and knowledge and supported by the work attitude required by the job. Thus, Competence shows the skills or knowledge characterized by professionalism in a particular field as something that is most important, as a superior of a particular field. According to Triwiyatno (2011), Competence can be described as the ability to carry out tasks, roles, and tasks, the ability to integrate knowledge, skills, attitudes, personal values, and the ability to build knowledge and skills on experience and learning done. From this understanding,

Edison, Anwar, & Komariyah (2017) defines Competence as an individual's ability to carry out a job properly and has an advantage based on matters relating to knowledge, expertise, and attitude. Competence can also be defined as a behavioral dimension of expertise or excellence of a leader or staff having excellent skills, knowledge, and behavior (Sutrisno, 2019). Priansa (2016) argues that: "Competence is the capacity possessed by employees, which leads to behavior that is by work demands and by organizational decisions, which in turn will bring the desired results

Types of Competencies According to Aprinto and Jacob (2013: 186), the types of competencies are divided into two parts, namely:
a) Hard competency is Competence related to the knowledge and technical expertise of a job, such

as the analysis of financial statements and assembly of car engines.
b) Soft competency is a type of Competence related to the ability to build jobs, such as communication and group leadership.

3) Work motivation

The theory of work motivation developed by some experts is based on the factors of individual needs and satisfaction so that they want to do their activities, so it refers to someone. This theory tries to find out about what needs can satisfy and which can drive one's morale. The work motivation theory used by researchers is the achievement motivation theory by David McClelland (Sunyoto, 2015). This theory states that someone working has potential energy that can be utilized depending on the motivation, situation, and opportunities that exist. McClelland studies three types of needs, namely:

a. The need for achievement, its characteristics: a) Those who have high achievement needs have a sense of responsibility towards carrying out a task. c) Those who need high achievement and he has a great desire to be able to succeed in completing work. d) Those who choose the need for high achievement have the desire to work hard to obtain responses or feedback on the implementation of their duties.

b. The need for affiliation, its characteristics: a) They have a desire and have a feeling of acceptance by others in the environment in which they work. b) They tend to try to foster cordial social relationships and mutual assistance with others. c) They have an earnest daily about the feelings of others.

c. The need for power, its characteristics: a) The desire to directly influence others. b) The desire to exercise control over others. c) There is an effort to maintain a leadership relationship between followers. d) They generally try to find leadership positions.

Pamela & Oloko (2015) Motivation is the key to a successful organization maintaining the continuity of work within the organization with a healthy way and assistance to survive. Motivation is providing the right guidance or direction, resources, and rewards to inspire and be interested in working the way you want. Chukwuma & Obiefuna (2014) Motivation is the process of arousing behavior, maintaining behavioral progress, and channeling specific behavioral actions. Thus, motives (needs, desires) encourage employees to act. Motivation is a process that begins with the needs of humans that create emptiness in a person (Chukwuma & Obiefuna, 2014). Steers & Porter (in Mifteen & Sugiyanto 2010) states that work motivation is an effort that can cause behavior, direct the behavior, and maintain or maintain eight behaviors that are appropriate to the work environment in the organization. Work motivation is a basic human need and as an incentive that is expected to meet the desired basic needs so that if those needs are present will have an impact on the success of an activity.

4) Job Placement on Performance

Placement is an essential process in HR management. Placement is an activity of deciding and placing

competent people who have passed the selection process by their fields because the right placement in the right position can help the company achieve its expected goals. Placement or assignment can be in the form of placements for new employees or reassignment for existing employees. Job placement is the process of assigning tasks. It works to employees who pass the selection to be carried out according to the specified scope and account for all risks and possibilities for the task and work, authority, and responsibilities.

Based on the results of Ngebu Sintasi and Subudi (2018) research, placement has a positive and significant effect on performance. This shows that when their abilities and work experience place employees, it affects improving employee performance. Apart from that, Ahrul Tsani F (2013) work placement has a significant effect on performance. This means, if the work placement is done correctly and appropriately, the employee's performance will increase.

5) Work Environment on Performance
Every organization has the desire to work in a comfortable working environment so that they feel at home so that they can create optimal work results. The work environment in an organization is one of the essential things to consider. Even though the work environment does not carry out work processes in an organization, the work environment directly influences the employees who carry out the work process. A centralized work environment for employees can improve performance. Conversely, a sterile work environment can reduce performance and ultimately reduce employee performance in carrying out the tasks assigned.

A conducive work environment provides a sense of security, and employees can work more optimally. The work environment will also affect employees' emotions. If the employee likes the work environment where he works, the employee will do his activities well so that work time is effectively used. The high employee works productivity automatically; employee work performance is also high. The work environment includes the working relationship between subordinates and superiors and the physical work environment where employees work, meaning that the better the work environment will improve employee performance. Khoiriyah research results (2009) prove that the work environment has a positive effect on the performance of employees of PT. Aji Bali Jayawijaya.

6) Competence Towards Performance
The existence of human resources in an organization is a precious asset for the organization itself. The success of an organization is determined by the quality of the people in it. Human resources will work optimally if organizations can support their career progress with what their competencies are. Usually, competency-based human resources will enhance employee productivity so that the quality of work is also higher and results in the satisfaction of customers or organizations that benefit. Competence is manifested in the form of attitude needed by someone to carry out a job that is expected to produce a

satisfying, where Competence includes a form of characteristic attitudes that can show the difference between those who perform high in this context regarding achievement. We know that Competence is a fundamental factor that needs to be owned by someone so that having more ability and will make it different from someone who has average or ordinary abilities.

Ardiansyah & Sulistiyowati (2018) conducted a study of Kuningan District Education Department employees in their research that competency was a significant influence on performance improvement. Other researchers, namely Hidayat, AS, Alwi, M., & Setiawan (2017), explained that the competency factor has a vital role in improving employee performance at PT. Batik Trusmi Cirebon.

7) Work Motivation on Performance

Motivation is an essential thing to consider by the company or organization where if you want every employee or employee who works can contribute positively to the achievement of company goals, therefore with the motivation of an employee/employee will have a high spirit in carrying out their duties and responsibilities the answer. In connection with that work, motivation can spur employees to work hard to increase employee productivity and affect the achievement of company goals. The role of employee motivation at work is vital because motivation is closely related to performance, if the motivation is high, employee performance is also high and vice versa. In general, motivation refers to why and how a person behaves in specific ways, Motivation has a significant role in improving employee performance.: Expectancy Theory and Research Productivity "concludes that intrinsic and extrinsic motivation can spur research performance or productivity. Extrinsic motivation has more influence than intrinsic motivation.

8) Work Placement on Work Motivation

Selection and placement are steps taken immediately after the recruitment function is carried out. As with the recruitment function, the selection and placement process is one of the essential functions in human resource management, because the availability/absence of workers in the number and quality by the needs of the organization, admission/placement of someone in a particular position, is determined mainly by the selection function and this placement. If this function is not carried out properly, it will be fatal to the achievement of organizational goals and motivation for employees to be placed.

Appropriate work placement is a series of steps undertaken to decide whether an applicant is accepted or rejected, whether or not a worker is placed in certain positions within the organization. Therefore, it is necessary for the organization's attention to place employees or employees accordingly with the area of expertise. If this is ignored, it can reduce their motivation to work to impact the results of the work they do.

9) Work Environment Against Work Motivation

The work environment is one of the essential factors that a manager needs to consider in maintaining his human resources, namely by providing and striving for a comfortable, safe, and conducive work environment because that is where an employee spends his work time every day. With a comfortable work environment, safe and conducive will increase high morale. The work environment is an organizational element that has a strong influence on the formation of individual behavior in the organization and influences organizational performance. The work environment includes the social, cultural, and physical environment. Cultivating enthusiasm and excellent performance can not be separated from high work motivation. Meanwhile, Rahmad Saleh (2013) entitled "The Effect of Compensation and the Work Environment on Employee Work Motivation at the Center for Development and Empowerment of Educators and Educational Staff of Natural Sciences" that work environment variables have a positive influence on work motivation. Also, research conducted by Mauledy Ahmad and Marwan (2015) with a significant influence on the work environment on the motivation of the office of the Sungai Penuh District Head office means that by increasing work motivation, it must improve the work environment, because the better the work environment, the more employee motivation at work.
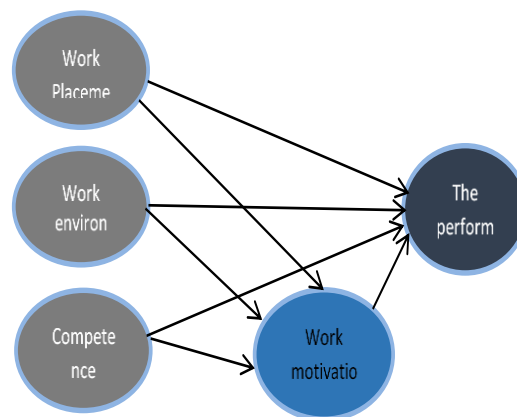
10) Framework of thinking

Figure 1. Research Models

11) Hypothesis

   a) The job placement directly disseminates the performance of the KB OPD employees in the district/city

   b) The work environment directly disseminates the performance of KB OPD employees in the district/city

   c) Competence to directly disseminate the performance of family planning staff in district/city

d) Work motivation directly disseminates the performance of family planning staff in district/city

e) Work placement directly disseminates work motivation for family planning programs in districts/cities

f) The work environment directly disseminates the work motivation of family planning programs in the district/city

g) Competence to directly disseminate the motivation for family planning work in the district/city

III. RESEARCH METHODS

1) Type of research

This type of research used in this research is quantitative research. Quantitative research methods are research whose specifications are systematic, planned, and structured from the beginning to the design of the research. The purpose of quantitative research is to develop and use mathematical models, theories, and hypotheses related to phenomena that the data generated from research can be measured and converted first into numerical form and can be processed using statistical methods. According to Gendro Wiyono (2011: 129), quantitative data is statistical data in the form of figures either directly from research results or the results of qualitative data processing. This study aims to look for the influence between exogenous variables, namely Work Placement (X1), Work Environment (X2) Competence (X3), and Work Motivation (X4) on endogenous variables namely Employee Performance (Y). The approach used in this research is a quantitative approach that analyzes data with statistical tools in the form of numbers.

2) Population

According to Sugiyono (2011: 18) the population is a generalization area consisting of objects/subjects with specific quantities & characteristics determined by researchers to be studied and then conclusions drawn. Meanwhile, according to Arikunto (2010: 173), the population is the whole subject of research or the total number of units of analysis that is the object to be studied. Based on this understanding, this study's population is the officers who work on the Family Planning Program in the District / City. The number of KB OPDs in Batam is 7 with the number of employees in each OPD KB in Regency / City as many as 78 people. The number of popups is used as a sample (saturated sample) with a list of Regency / City OPD KB attached.

3) Sample

The sample is a portion of the number and characteristics possessed by the population or a small part of the population members taken according to specific procedures so that they can represent the population. According to Riadi (2016: 34), some members or elements of the population that represent population characteristics are called samples. Determination of samples in relevant research. The sampling process must be able to produce precise and accurate samples. The number of samples in this study was as many as the population or called the saturated sample in which all populations were

sampled as many as 78. As for the respondents, the OPD KB employees in each regency/city in 7 Riau Islands Province. The sampling technique used in this research is a nonprobability sampling. This sampling technique does not provide equal opportunity for each element or member of the population to be selected as a sample. The nonprobability sampling technique used is purposive sampling technique, which is a sampling technique with specific criteria.

4) Data analysis technique
Descriptive statistics
Descriptive statistics are used to analyze data by describing data samples that have been collected in actual conditions, without the intention of making generally accepted conclusions and generalizations. Descriptive statistical analysis is used to provide a description of the respondents' demographics and a description of the study (work environment, work placement, competencies, work motivation, and performance)

Inferential Statistics
Inferential statistics (inductive statistics or probability statistics) are statistical techniques used to analyze sample data, and the results are applied to the population (Sugiyono, 2009). By the hypothesis that has been formulated, then in this study, inferential statistical data analysis is measured using software Smart PLS (Partial Least Square) starting from the measurement model (outer model), structure model (inner model), and hypothesis testing.

IV. RESEARCH RESULTS AND DISCUSSION
1) Internal Consistency Analysis
Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing uses composite reliability values with the criteria of a variable said to be reliable if the composite reliability value> 0.60 (Hair, Hult, Ringle, & Sarstedt, 2014). Whereas from the statement items, there are two items dropped or excluded from this research model, namely employee performance variable with the number of statement items 7 issued no item 8 and 12. In contrast, other variables such as work placement, work environment, Competence, and work motivation have no items dropped or ejected.

Table 1. Internal Consistency Analysis

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
PK	0907	0.919	0.926	0.640
LK	0.923	0.981	0.939	0.755
K	0.942	0.967	0.952	0.741
MK	0.787	0.852	0.860	0.568
KP	0.906	0.909	0.931	0730

Source: PLS Data Processing (2020)

Based on the above table's internal consistency analysis data, the results show that the Work Placement variable has a composite reliability value of 0.926> 0.60, the Work Placement variable is reliable. The Work Environment variable has a composite reliability value of 0.936> 0.60, the Work Environment variable is reliable, the Competency variable has a composite reliability value of 0.952> 0.60 then the Competency variable is reliable, the Work Motivation variable has a composite reliability value of 0, 860> 0.60 then the Work Motivation variable is reliable, the Employee Performance variable has a composite reliability value of 0.930> 0.60, the Employee Performance variable is reliable.

2) Convergent Validity
Convergent validity is used to see how a measurement is positively correlated with alternative measurements of the same construct. An indicator of a constructed variable is valid or not, then seen from the outer loading value. If the outer loading value is more significant than (0.4), then an indicator is valid. (Hair, Hult, Ringle, & Sarstedt, 2014).

Table.2. Convergent Validity

Variable	PK	LK	K	MK	KP
X1.10	0.802				
X1.2	0823				
X1.3	0.783				
X1.4	0.748				
X1.7	0789				
X1.8	0.796				
X1.9	0.856				
X2.4		0.942			
X2.5		0845			
X2.6		0800			
X2.7		0874			
X2.9		089			
X3.1			0.759		
X3.10			0822		
X3.2			0842		
X3.5			0876		
X3.6			0841		
X3.7			0.949		
X3.8			0.923		
X4.13				0706	

X4.2				**0.413**	
X4.5				**0877**	
X4.6				**0.968**	
X4.7				**0.682**	
Y1.10					**0846**
Y1.11					**0870**
Y1.4					**0.883**
Y1.5					**0.914**
Y1.7					**0.749**

Source: PLS Data Processing (2020)

Based on the table above, it can be seen that the outer loading value for the Work Placement, Work Environment, Competence, Work Motivation, and Employee Performance variables where the value of all items in the five tested variables is more significant than 0.4, then all indicators on the five variables are declared valid.

3) Discriminant Validity
Discriminant validity aims to assess an indicator of a constructed variable is valid or not, that is by looking at the Heterotrait - Monotrait Ratio of Correlation (HTMT) value <0.90, then the variable has a good discriminant validity (valid) (Hair, Hult, Ringle, & Sarstedt, 2014).

Table 3. Discriminant Validity

Variable	PK	LK	K	MK	KP
PK					
LK	**0.635**				
K	**0.579**	**0846**			
MK	**0.726**	0.892	0874		
KP	**0820**	**0.490**	**0.436**	**0.797**	

Source: PLS Data Processing (2020)

Based on the above table, the correlation between Work Placement and Work Environment is 0.635. Work Environment and Competence variable are 0.848. The correlation between the Competence and Work Motivation variable is 0.874. The correlation between Work Motivation and Employee Performance is 0.797. All variables have a correlation value of <0.90. Thus, the correlation value of all and between each variable is declared valid.

Table 4. Collinearity

Variable	PK	LK	K	MK	KP
PK				1,744	1,843
LK				3,387	4,220
K				2,850	3,115
MK					3,511
KP					

Source: PLS Data Processing (2020)

Effect of Work Placement, Work Environment, Competence on Performance Through Work Motivation
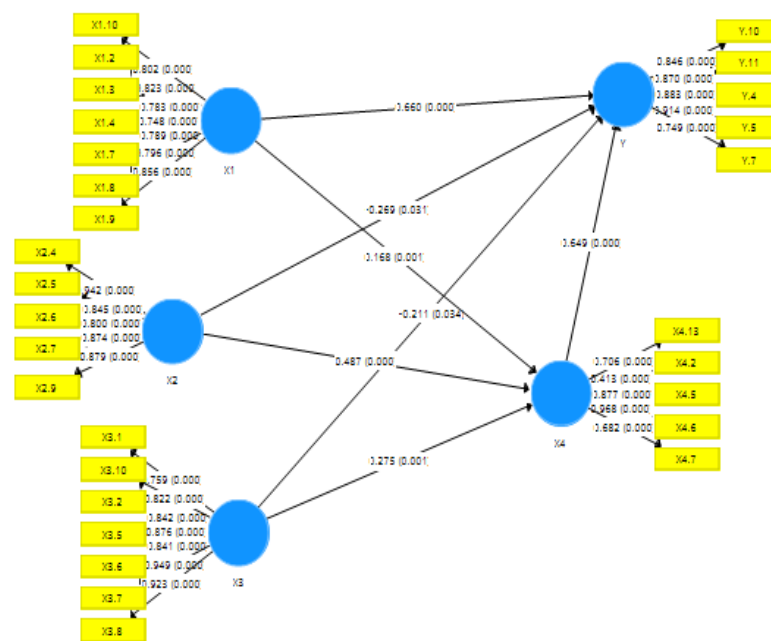

Figure 2 Full Model

4) Direct Effect Testing

Testing the direct influence hypothesis aims to prove the hypotheses that influence a variable against other variables directly. If the value of the path coefficient is positive, an increase in the value of a variable is followed by an increase in the value of other variables. If the value of the path coefficient is negative indicates that a decrease follows an increase in a variable in the value of other variables. If the value of probability (P-Value) <Alpha (0, 05), then Ho is rejected (the effect of a variable with other variables is significant). If the value of probability (P-Value)> Alpha (0.05) then Ho is rejected (the effect of a variable with other variables is not significant)

Table.5. The Direct Influence Hypothesis

Matrix	Original Sample	Sample mean	Standard Deviation	T Statistic	P Values
X1 -> X4	0.168	0.171	0.052	3,210	**0.001**
X1 -> Y	0.660	0.666	0.068	9,713	**0,000**
X2 -> X4	0.487	0.485	0.076	6,370	**0,000**
X2 -> Y	-0.269	-0.271	0.125	2,161	**0.031**
X3 -> X4	0.275	0.278	0.079	3,484	**0.001**
X3 -> Y	-0.211	-0.209	0.099	2.123	**0.034**
X4 -> Y	0.649	0.640	0.120	5,405	**0,000**

Source: PLS Data Processing (2020)

a) The direct effect of the Job Placement variable on Work Motivation variable has a path coefficient of 0.168 (affirmative). An increase will follow an increase in the value of the Job Placement variable in the Work Motivation variable. The effect of Work Placement variable on Work Motivation has a P-Values value of 0.001 <0.05, so it can be stated that there is a significant positive direct effect of Work Placement on Work Motivation.

b) The direct effect of the Job Placement variable on the Employee Performance variable has a path coefficient of 0.660 (affirmative). An increase will follow an increase in the Job Placement variable's value in the Employee Performance variable. The effect of Work Placement variable on Employee Performance variable has a P-Values value of 0,000 <0.05, so it can be stated that there is a significant positive direct effect between Work Placement on Employee Performance variable.

c) The direct effect of work environment variables on work motivation variables has a path coefficient of 0.487 (affirmative). An increase will follow an increase in the value of work environment variables in work motivation variables. The influence of work environment variables on work motivation has a P-Values value of 0,000 <0.05, so it can be stated that there is a significant positive direct effect of work environment on work motivation variables.

d) The direct effect of the work environment variables on employee performance has a path coefficient of -0.269 (negative). A decrease will follow a decrease in the value of a wrong work environment variable in the value of employee performance variables. The influence of work environment variables on employee performance has a P-Values value of 0.031 <0.05, so it can be stated that there is a significant negative direct effect between the work environment and employee performance.

e) The direct effect of the competency variable on work motivation has a path coefficient of 0.275 (affirmative). An increase will follow an increase in the value of the competency variable in the variable of work motivation. The effect of competency variables on work motivation has a P-Values

value of 0.001 <0.05, so it can be stated that there is a significant positive direct effect between Competence on work motivation.

f) The direct effect of the competency variable on employee performance has a path coefficient of -0.211 (negative). A decrease will follow the low value of the competency variable in the value of employee performance. The effect of competency variables on employee performance has a P-Values value of 0.034 <0.05, so it can be stated that there is a significant negative direct effect between competencies on employee performance.

g) The direct effect of work motivation variables on employee performance variables has a path coefficient of 0.649 (affirmative). An increase will follow an increase in the value of work motivation variables in employee performance variables. The influence of work motivation variables on employee performance variables has a P-Values value of 0,000 <0.05, so it can be stated that there is a significant positive direct effect between work motivation on employee performance.

h) Determination Coefficient that (R Square) Work Placement, Work Environment, Work Competence, and motivation explains the Employee Performance variable 73.1%, and the remaining 26.9% is influenced or explained by other factors. Furthermore, Work Placement, Work Environment, and Competence explain the Work Motivation variable by 71.5%, and the remaining 28.5% is influenced or explained by other factors or variables not examined in this research model.

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