

# **The Influence Of Employee Placement And Competence On Their Performance With Motivation As An Intervening Variable On Family Planning Counsellors In Dinas Pemberdayaan Perempuan, Perlindungan Anak Dan Keluarga Berencana Kabupaten Jember**

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## **Abstract:**

*This study aims to examine the effect of Employee Placement and Competence on the Performance of Employees with Work Motivation as an Intervening Variable in Family Planning Counselors at the Office of Women's Empowerment, Child Protection and Family Planning, Jember Regency. The population in this study were 52 family planning counselors in Jember Regency. This study uses non-probability sampling with the Saturated Sample technique/Census Method, which is a technique in determining the sample with all members of the population selected to be the sample (Sugiyono, 2012: 85). The use of a saturated sample or census method was taken because the total number of family planning counselors in Jember Regency as a whole was less than 100 people, namely 52 people. The research results show that, Employee placement does not affect the motivation of family planning extension staff at the PP, PA and KB Offices in Jember Regency. Competence has a significant effect on the motivation of family planning extension staff at the PP, PA and KB Offices in Jember Regency. Employee placement has a significant effect on the performance of family planning extension staff at the PP, PA and KB Offices in Jember Regency. Competence has no effect on the performance of family planning extension staff at the PP, PA and KB Offices of Jember Regency. Motivation has no effect on the performance of family planning extension staff at the PP, PA and KB Offices of Jember Regency. Employee placement has no significant effect on performance through motivation. Competence has no significant effect on performance through motivation..*

**Keyword:** *Employee Placement, Competence, Employee Performance, Work Motivation.*

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## **I. Introduction**

Changes that occur in the current environment of Government Agencies related to the Management of Civil Servants (PNS) demand to further highlight the nature of professionalism. This is in accordance with the mandate of Law Number 5 of 2014 concerning State Civil Apparatus which was later strengthened by the issuance of Government Regulation Number 11 of 2017 concerning PNS Management. Since Law no. 23 of 2014 concerning Regional Government was issued, so many things have changed, one of which is in the field of population control and family planning where there is a division of concurrent government affairs between the Central Government, Provincial and Regency/City Governments. This division resulted in the management of Family Planning Instructors (KB Instructors), which were previously under the District/City administration,

The National Population and Family Planning Agency, hereinafter abbreviated as BKKBN, is a non-ministerial government agency that carries out government duties in the field of population control and family planning. To carry out BKKBN activities in the field, family planning counselors are empowered as the spearhead of the program which fosters and educates the public about the benefits of the family planning program. In 2018, all family planning extension staff changed their management status to become employees of the Central Government, in this case the BKKBN. In a sense, the management of family planning extension workers starting from recruitment, capacity building, certification and payroll has shifted to the authority of the BKKBN. However, performance utilization is still the responsibility of the Regional Government through the District/City Family Planning Organization (OPD KB).

The Regional Government through the District/City Regional Device Organizations in the Family Planning Sector (OPD KB), in this case the Office of Women's Empowerment, Child Protection and Family

Planning (Dinas PP, PA and KB) Jember Regency has the authority to utilize family planning extension workers to run the government's population and family planning programs. Regency/City. As for the utilization function carried out, starting from the assignment of regions, transfer of work areas, capacity building, discipline coaching, performance appraisal, provision of operational work facilities, controlling the implementation of duties and functions to monitoring and evaluation, in accordance with Regulation of the Head of BKKBN Number 12 of 2017 concerning Utilization of Extension Workers KB.

In management, one of the main and important aspects related to human resources is employee performance (Samadara, 2020; Silaban, 2021). Performance itself is the result of work in quantity and quality achieved by an employee in carrying out his duties in accordance with the duties and functions given to him (Mangkunegara, 2017: 67). The success of an organization in achieving its goals is strongly influenced by the performance produced by these employees (Rofingatun & Larasati, 2021). Through performance, it can be seen the ability of an employee to work and duties assigned to him. If employee performance is high, then organizational performance will automatically be high too. Conversely, if employee performance is low, it will cause a decrease in the performance of an organization.

Maximum employee performance is also supported by accurate employee placement. Appropriate and accurate placement is a strategic factor for companies whose results can be observed from employee performance and organizational performance (Riani, 2013:42). The discrepancy between employee placement and competence and the work environment can have an impact on the performance of an organization (Siswanto, 2020). Placement of State Civil Apparatus in certain positions in a government structure is not always in the context of placing it, but must match and compare the qualifications possessed by employees with the needs and requirements of a position or job (Yuniarsih & Suwatno, 2013: 116).

Maximum employee performance is also supported by qualified employee competence. Inadequate competence will trigger low employee productivity and the difficulty of achieving optimal employee performance (Ngebu et al., 2018). Efforts to increase the ability of employees through their work competencies can be taken by organizations to develop human resources so that they can contribute to improving performance. Rethans et al., (2002) revealed that performance is a product of competence combined with the influence of related factors on individuals such as health, personal relationships, and systems within the organization. Increased competence will ultimately encourage higher employee performance.

High motivation is one of the factors to improve employee performance. Handoko (2010: 252) states that motivation is a state in a person's personality that encourages the individual's desire to carry out certain activities in order to achieve a goal. Basically, if the company wants to achieve maximum performance in accordance with predetermined targets, the company must provide motivation to employees so that they are willing to devote their energy and thoughts to work. So if management can understand problems related to motivation and overcome them, the company will get maximum employee performance in accordance with predetermined standards (Sari & Aziz, 2019).

The development of the State Civil Apparatus (ASN) is often hampered when faced with placement problems (Ante et al., 2022). Law Number 5 of 2014 concerning the State Civil Apparatus (UU ASN) clearly applies the principle of merit in the management and management of the State Civil Apparatus (ASN), where the career development of the State Civil Apparatus (ASN) is applied on the basis of qualifications to determine employee placement, competence and performance appraisal by considering the integrity and morality of the ASN concerned. (Rakhmawanto, 2020).

The phenomenon that exists in the PP, PA and KB Office of Jember Regency is known that the placement of employees in this case the KB Extension officers are all at the District level with the Village area as their mentor without considering the main duties and functions of the position. The placement of the family planning counselor's work area should be adjusted to the main and function of each position as stipulated in the Minister of Administrative and Bureaucratic Reform Regulations Number 21 of 2018. Based on the Minister of Administrative and Bureaucratic Reforms Number 21 of 2018 concerning Functional Positions of the Family Planning Instructor, the locus of work for each Family Planning Instructor is tiered based on the position level of the Family Planning Instructor . Skills category positions are at the village and sub-district loci and gradually increase until the skill category positions are at the district/city to provincial levels.

The number of family planning counselors in the skill category, especially the Middle Expert level, is the largest in Jember Regency, while this is not offset by the small number of family planning extension staff at the Skills level, whose locus of work is at the village level. As for the locus of family planning programs, which are mostly at the village level, while the composition of the family planning extension officers is mostly in Associate Experts whose locus of work is at the provincial level, it is hoped that this will bring forth separate innovations from the family planning educators so that they can still carry out the responsibilities of implementing the program at the village level even though according to locus regulations work that can be assessed as a work performance assessment is at the Regency/City or Province level.

Family Planning Counselors in the Expertise Category, or around 63.46% of the total 52 Family Planning Counselors in Jember Regency, whose placements do not show any connection with the duties and competencies of the positions they hold. Research conducted by Ngebu et al., (2018) states that the discrepancy between the placement of employees and their duties, competencies, abilities and expertise of employees will certainly impact their performance results.

In Permenpan RB Number 21 of 2018 concerning the Functional Position of the Family Planning Instructor, the points that are the main tasks and responsibilities of the Family Planning Instructor have been specified, both the Functional Position of the Family Planning Instructor in the Skills Category and the Functional Position of the Family Planning Instructor in the Expertise Category. Description of Duties The position is a normative task, meaning that it is a task that is formally determined through official regulations. The tasks divided according to the position level of the family planning counselor are binding and have consequences both administrative and other official consequences.

These administrative consequences, among others, are related to confusion in the preparation of Employee Performance Targets (SKP) which will be evaluated annually to become a Work Performance Assessment (PPK). In addition, in preparing the List of Proposal Determination of Credit Scores (DUPAK), Family Planning Extension Instructors are also required to comply with the job descriptions listed in the BKKBN Regulation. In short, these normative tasks must be understood and carried out by family planning counselors according to their respective positions.

With certain competencies possessed, employees certainly hope to be placed in units/work units that are in accordance with their competencies so that they can work optimally and enjoy their work. But if in fact, they are placed in work units that are not in accordance with their competence, this condition will more or less affect the motivation and performance in question. This situation makes family planning counselors tend not to be able to actualize themselves in their work environment. This is in accordance with Abraham Maslow's theory of the hierarchy of needs in Sofyandi & Garniwa (2012: 102) which states that the final stage of a person's need to be motivated in doing his job is the need for self-actualization. High motivation will encourage increased individual and group performance,

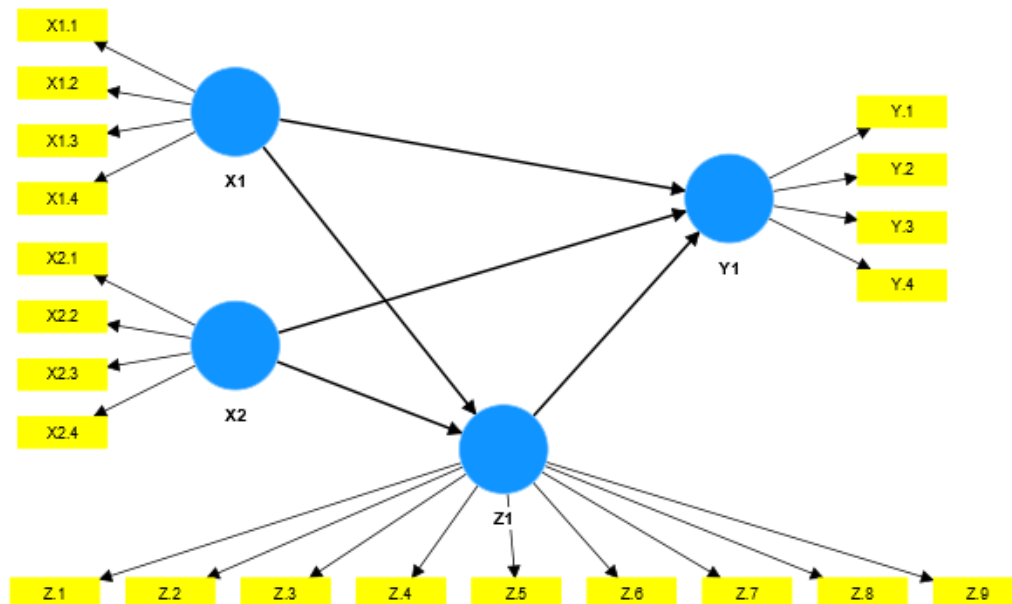
Research by Efendi et al (2021) shows that placement has a direct positive and significant effect on employee performance at BPTJ (Jakarta Transportation Management Agency) Ministry of Transportation. Research by Silaban et al (2021) shows that competence has a positive and significant effect on employee performance at BPJS Ketenagakerjaan. Lubis et al's research (2020) shows that motivation has a positive and significant effect on performance; employee placement on motivation, and competency on employee motivation at the OPD KB office in Riau Province. Research by Sukardi et al (2021) shows that employee placement and competence through motivation as a mediating variable have a significant influence on the performance of automotive industry employees in Tambun Bekasi. However, there is a research gap in the results of research conducted by Suswati (2021) which states that motivation cannot mediate the effect of placement on the performance of employees at the Kediri Regional Bank, East Java, because there is no effect between work placement variables on work motivation. The results of the same research by Siahaan (2019) state that partially the motivational variable has no significant effect on employee performance at PT PLN (Persero) Main Generation Unit North Sumatra employees. This can indicate that motivational factors no longer affect performance because employees already have the potential and expertise within themselves and employees are also responsible for the work assigned to them. This is also in line with the research gap found in research conducted by Setiyowati., et al (2020) where in their research results stated that motivation cannot mediate the relationship between staff placement and work environment on the performance of BBPD civil servants in Malang. This can happen because giving motivation as a domain of leaders has not been fully successful if it is given through the placement of employees and the work environment.

Based on the phenomena mentioned above and the existence of research gaps in several previous studies related to employee placement, competence, motivation on performance, the researchers are interested in conducting further research and want to know more about the Effect of Employee Placement and Competence on Employee Performance with Work Motivation as Intervening Variables in Family Planning Counselors at the Office of Women's Empowerment, Child Protection and Family Planning, Jember Regency.

## **II. Methods**

The survey questionnaire has three main parts (description of the research, questions related to the research variables, and questions to collect demographic information). The population in this study were 52 family planning counselors in Jember Regency. This study uses non-probability sampling with the Saturated Sample technique/Census Method, which is a technique in determining the sample with all members of the population selected to be the sample (Sugiyono, 2012: 85). The use of a saturated sample or census method was taken because the total number of family planning counselors in Jember Regency as a whole was less than 100 people, namely 52 people.

In this study the data used are primary data and secondary data. Primary data is data obtained directly from the object under study. The primary data in this case is the identity of the respondent and data on the opinion of the respondent while working as a family planning counselor in the Jember Regency, which in this case includes staff placement, competency, motivation and performance. Secondary data is supporting data to complement primary data obtained indirectly. Secondary data in this study are in the form of books, journals, and the internet. The procedure for collecting and collecting research data was carried out by distributing a questionnaire (questionnaire). The questionnaire is a list of statements to be answered by respondents, namely family planning counselors in Jember Regency. The questionnaire contains statements related to Employee Placement, competence, motivation and performance. Questionnaires will be given to family planning counselors in Jember Regency. The data that has been obtained is then analyzed using PLS analysis.



**Figure 1. SEM models**

**III. Results**

Based on the results of the characteristics of the respondents, it can be seen that the majority of respondents are women with a total of 30 (57.7%). The majority of respondents are over 50 years old with a total of 39 people (75%). The majority of research respondents had education as Bachelor's students as many as 30 respondents (57.7%), and the lowest respondents had diploma 3 education as many as 22 people (9.4%). The majority of research respondents work as students as many as 205 respondents (87.2%), there are 15 respondents (6.4%) work as private employees, as many as 3 respondents (1.3%) work as housewives, as many as 2 respondents (0.9%) work as civil servants civil society, then 4 respondents (1.7%) work as entrepreneurs. Furthermore, it is known that the majority of respondents have an income of Rp. 1,000,001 – Rp. 2,000.

**Table 1. Characteristics of Respondents**

	Frequency	Percentage (%)
<b>Gender</b>		
Man	22	42.3%
Woman	30	57.7%
<b>Age</b>		
21 - 30 Years	2	3.8%
31 - 40 Years	8	15.4%
41 - 50 Years	3	5.8%
Over 50 years	39	75.0%
<b>Education</b>		
SMA/SMK	18	34.6%
Diploma 3 (D3)	4	7.7%
Bachelor degree)	30	57.7%

Source: Processed data (2022)

### Model testing

In this study using SmartPLS 3. PLS (partial least squares) is a variant-based structural equation analysis (SEM) that can simultaneously test the measurement model as well as the structural testing model. The measurement model is used to test the validity and reliability, including the R Square value as a parameter for the accuracy of the prediction model. Structural model to predict the causality relationship between latent variables. Through the bootstrapping process, the t-statistic test parameters were obtained to predict the existence of a causal relationship (Abdillah & Jogiyanto, 2015: 193). The following is a research model formed from the formulation of research problems:

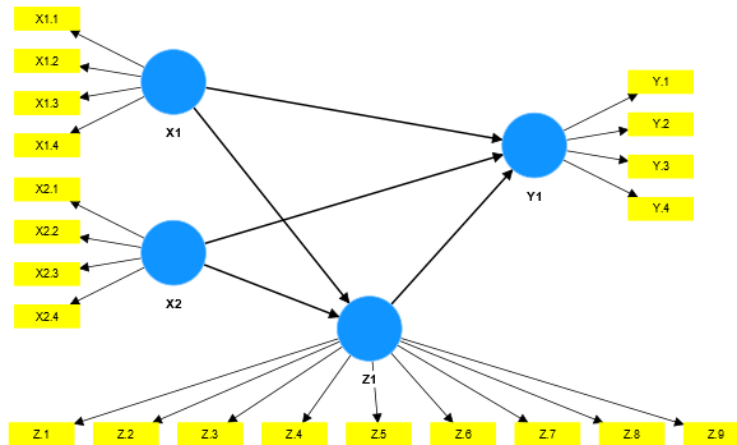


Figure 1. Research Model

After forming the research model, algorithm and bootstrapping tests were carried out to obtain the output used in the analysis. Algorithm tests were carried out to test convergent validity, reliability, and discriminant validity. Bootstrapping test was conducted to test the significance.

#### a. Validity and Reliability Test

The convergent validity of the measurement model is assessed based on the loading factor that measures the construct and the AVE value. Based on the results of model testing, the loading factor values and AVE values are obtained:

1. The employee placement construct (X1) is measured by 4 indicators namely X1.1, X1.2, X1.3, X1.4. The first indicator (X1.1) has a loading factor of 1.047. The second indicator (X1.2) has a loading factor of 1,124. The third indicator (X1.3) has a loading factor of 1.016. The fourth indicator (X1.4) has a loading factor of 0.861. The employee placement construct has an AVE value of 0.645.
2. The competency construct (X2) is measured by 4 indicators namely X2.1, X2.2, X2.3, X2.4. The first indicator (X2.1) has a loading factor of 0.895. The second indicator (X2.2) has a loading factor of 1,161. The third indicator (X2.3) has a loading factor of 1.027. The fourth indicator (X1.4) has a loading factor of 0.932. The competency construct has an AVE value of 0.603.
3. The construct of work motivation (Z) is measured by 9 indicators namely Z.1, Z.2, Z.3.Z.4.Z.5.Z.6.Z.7.Z.8.Z.9 The first indicator (Z .1) has a loading factor of 1092. The second indicator (Z.2) has a loading factor of 0.933. The third indicator (Z.3) has a loading factor of 0.863. The third indicator (Z.4) has a loading factor of 0.873. The third indicator (Z.5) has a loading factor of 1.037. The third indicator (Z.6) has a loading factor of 1.002. The third indicator (Z.7) has a loading factor of 1.066. The third indicator (Z.8) has a loading factor of 1,098. The third indicator (Z.9) has a loading factor of 1.053. The work motivation construct has an AVE value of 0.707.
4. The performance construct (Y1) is measured by 4 indicators, namely Y1.1, Y1.2, Y1.3, Y1.4. The first indicator (Y1.1) has a loading factor of 0.854. The second indicator (Y1.2) has a loading factor of 1.147. The third indicator (Y1.3) has a loading factor of 0.976. The fourth indicator (Y1.4) has a loading factor of 1.049. The performance construct has an AVE value of 0.559.

Convergent validity requirements are a loading factor value > 0.7 and an AVE value > 0.5. From the results of the analysis, it can be concluded that the indicators and constructs in this study are convergently valid. The results of the measurement model are described in the following figure:

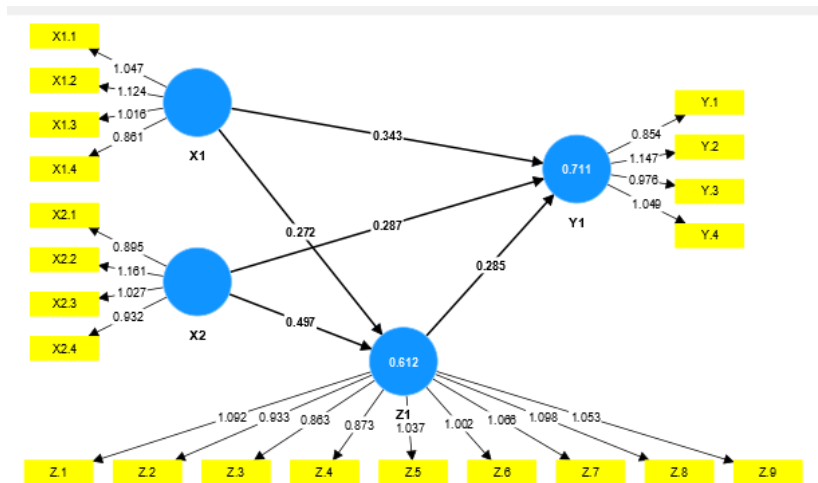


Figure 4.2 Measurement Model

Table 2. Reliability and Validity Constructs

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee placement (X1)	0.816	0.817	0.879	0.645
work motivation (Z)	0.779	0.782	0.858	0.603
Competency (X2)	0.861	0.862	0.906	0.707
Performance (Y)	0.901	0.906	0.919	0.559

Source: Processed data (2022)

The parameters of discriminant validity are the cross loading value and the AVE root. Based on the cross loading value of the indicators on the construct and other constructs, it can be concluded that the indicators in this study are discriminantly valid. The cross loading value can be seen in the following table:

A construct is said to be valid by comparing the root value of AVE (Fornell-Larcker Criterion) with the correlation value between latent variables. The AVE root value must be greater than the correlation between latent variables. To assess discriminant validity is the Fornell Larcker Criterion, which is a traditional method that has been used for more than 30 years, which compares the square root value of the Average Variance Extracted (AVE) of each construct with the correlation between other constructs in the model (Henseler et al., 2015) . If the AVE square root value of each construct is greater than the correlation value between constructs and other constructs in the model, then the model is said to have good discriminant validity (Fornell and Larker, 1981).

Table 3. Fornell Lacker Criteria

	Employee placement (X1)	work motivation (Z)	Competency (X2)	Performance (Y)
Employee placement (X1)	0.803			
work motivation (Z)	0.714	0.776		
Competency (X2)	0.761	0.767	0.841	
Performance (Y)	0.682	0.755	0.749	0.748

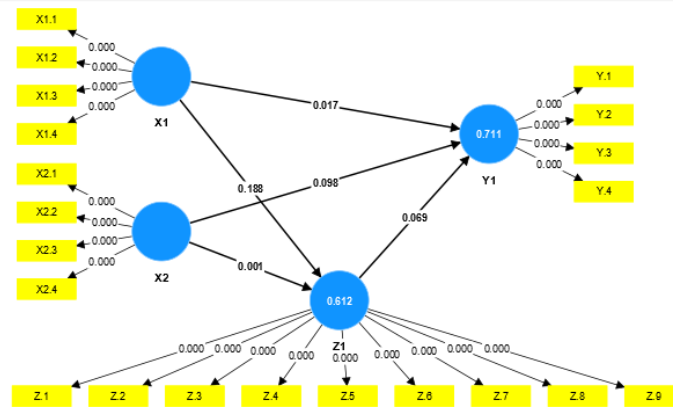
Source: Processed data (2022)

The reliability of a measure shows the stability and consistency of a construct measuring instrument. Reliability is measured by looking at the value of Cronbranch's Alpha and composite reliability. The results of this study's algorithm test show that the value of Cronbranch's alpha is > 0.6 and the composite reliability of each construct studied is > 0.7. Thus the gauge used in this study is reliable. Composite reliability and cronbach's alpha values can be seen in table 2.

To find out whether the structural model built is an accurate model, we use the R2 value that has been obtained. Rsquares values of 0.75, 0.50 and 0.25 can be concluded that the model is strong, moderate and weak (Ghozali and Latan, 2015). The R2 value of work motivation (Z) is 0.596, this indicates that the work motivation variable is influenced by the employee placement variable (X1) and competency (X2) of 59.6%, the

rest is explained by other variables outside this research model. The R2 value of performance (Y) is 0.693, this indicates that the performance variable is influenced by the employee placement variable (X1) and competency (X2) of 69.3%, the rest is explained by other variables outside this research model. It can be concluded that if the R2 value in this study is more than 0, 5 so that it can be said that the structural model is categorized as moderate. Significance Test

Structural model testing is carried out to predict causal relationships between variables or hypothesis testing. The structural model of this study can be seen from the following bootstrapping test results:



**Figure 2. Structural Model**

The t-statistic value on the path coefficient shows support for the hypothesis. The following is an explanation of the support of the hypothesis in this study based on the t-statistic values in Table 4. The following:

**Table 4. Path Coefficient**

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Employee placement (X1) -> Work motivation (Z)	0.272	0.277	0.207	1.315	0.188
Competence (X2) -> Work motivation (Z)	0.497	0.509	0.150	3.308	0.001
Employee Placement (X1) -> Performance (Y)	0.343	0.318	0.144	2.378	0.017
Competence (X2) -> Performance (Y)	0.287	0.299	0.174	1.654	0.098
Work motivation (Z) -> Performance (Y)	0.285	0.301	0.157	1.821	0.069

Source: Processed data (2022)

1. The effect of staff placement was found to have no significant effect on the motivation of family planning instructors in Jember District. The t-statistic value obtained is 1.315 with p-values 0.188. This value is smaller than the t-table value of the two tailed hypothesis (2.01) and the p-value is greater than 0.05. So it can be concluded if hypothesis 1 is rejected.
2. The influence of competence was found to have a significant effect on the motivation of family planning instructors in Jember Regency. The t-statistic value obtained is 3.308 with p-values 0.001. This value is greater than the t-table value of the two tailed hypothesis (2.01) and the p-value is less than 0.05. So it can be concluded if hypothesis 2 is accepted.
3. The effect of placement of staff was found to have a significant effect on the performance of family planning counselors in Jember Regency. The t-statistic value obtained is 2.378 with p-values 0.017. This value is greater than the t-table value of the two tailed hypothesis (2.01) and the p-value is less than 0.05. So it can be concluded if hypothesis 3 is accepted.
4. The effect of placement of staff was found to have no significant effect on the performance of family planning counselors in Jember Regency. The t-statistic value obtained is 1.654 with p-values 0.098. This value is smaller than the t-table value of the two tailed hypothesis (2.01) and the p-value is greater than 0.05. so it can be concluded if hypothesis 4 is rejected.

5. The effect of work motivation was found to have no significant effect on the performance of family planning counselors in Jember Regency. The t-statistic value obtained is 1,821 with p-values of 0,069. This value is smaller than the t-table value of the two tailed hypothesis (2.01) and the p-value is more than 0.05. So it can be concluded if hypothesis 5 is rejected..

c. Sobel test

Sobel's test is used to test the role of mediation. The results of the t-test from the Sobel test were compared with the T-table value in this study, which was 1.96. Then, if the calculated T value obtained from the Sobel test is greater than the T table, it can be indicated that there is a mediating effect, and vice versa. Sobel test in this study was measured by the following formula:

$$Sab = \frac{ab}{\sqrt{(a^2Sb^2) + (b^2Sa^2)}}$$

Sobel test results are described in the following table:

**Table 5. Sobel Test**

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
X1 -> Y1	0.078	0.086	0.085	0.918
X1 -> Z1				
X2 -> Y1	0.142	0.154	0.085	1,666
X2 -> Z1				
Z1 -> Y1				

Source; Processed Data (2022)

Based on the results of the Sobel test on the effect of employee placement (X1) on performance (Y1) through performance it shows that work motivation (Z) is not a significant mediation. This can be seen from the Sobel test value (0.085) which is smaller than the T table value (2.01) and the p value is 0.918 (> 0.05). As for the competence variable (X2), work motivation is also not a significant mediation with a Sobel test score of 0.085 and a p-value of 1.666 (> 0.05).

**IV. Discussion**

Employee placement does not have a significant effect on motivation of family planning extension staff at the PP, PA and KB Offices of Jember Regency as evidenced by the results of the t test which shows a significance value greater than the specified significance level. However, the results of this study do not support Hasibuan's theory (2009: 63), employee placement must be based on the job description and job specifications that have been determined and guided by the principle "The right man on the right place and the right man behind the job". the company does not make good placements for employees, then the employee's work motivation will decrease. However, in this study found an insignificant effect. This could be caused if the placement of family planning extension staff at the PP, PA and KB Offices of Jember Regency has not been carried out effectively so employee motivation has not been created properly. Thus the placement of employees is considered unable to affect the work motivation of family planning extension staff at the PP, PA and KB Offices in Jember Regency. Based on the description of the research variables, it can be seen that the majority of family planning extension staff at the PP, PA and KB Offices of Jember Regency have a good perception of staffing, this makes them highly motivated to be responsible for their work. But of course it cannot be denied, some employees feel that their placement is not in accordance with their abilities so that they are unable to achieve the predetermined duties and functions so that this causes no significant effect on work motivation. Employees who do not have experience and expertise in doing work in accordance with the duties and functions of the position will feel they do not have the motivation to work well. The results of this study prove that the placement of employees has no effect on motivation, this is contrary to previous research conducted by Sukardi et al., (2021), Setiyowati., et al. (2020), Lubis., et al. (2020) and Efendi and Dwijayanda (2021) who in their research also showed that there is an effect of placement on work motivation.

Competence was found to have a significant effect on the motivation of family planning extension staff at the PP, PA and KB Offices of Jember Regency as evidenced by the results of the t test which showed a significance value less than the specified significance level. The positive value of the coefficient indicates that the better the competency, the employee motivation will increase. Competence is the ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job (Wibowo, 2007:324). Sutrisno (2015: 112) who says that managing human resources is based on three principles, one of which is that managers provide the widest opportunity for human resources to play an active



role in the company. The goal is to make work more interesting so as to encourage human resource morale and motivate them to get the job done better and encourage human resources to continuously improve their work. Zainun in Notoatmodjo (2009:64) suggests that there are many ways that leaders can do to improve company performance through employee motivation, one of which is competition, where healthy competition needs to be developed in work organizations. Through competition, every member of the organization or employee will try to improve their performance or achievements. With a competitive atmosphere in the workplace or organization, it will stimulate high work motivation. Thus, competence affects the work motivation of employees to work better and more effectively. However, when an employee does not have the competence according to his position, then of course he will not have the motivation or enthusiasm to complete his workload because he feels incapable. Based on the description of the research variables, it can be seen that the majority of family planning extension staff at the PP, PA and KB Offices of Jember Regency have a good perception of competence, this makes them highly motivated to be responsible for their work. The results of this study prove that competence has an effect on motivation, this is in line with previous research conducted by Parashakti et al. (2018) and Sukardi et al., (2021) which also show that there is an effect of employee placement on employee motivation.

Employee placement was found to have a significant effect on the performance of family planning extension staff at the PP, PA and KB Offices of Jember Regency as evidenced by the results of the t test which showed a significance value less than the specified significance level. The positive value of the coefficient indicates that the better the placement of employees, the employee's performance will increase. Placement of employees is the assignment of responsibility to the workforce in accordance with the abilities and expertise of employees. Sukardi et al., (2021) suggests that the placement of employees according to their area of expertise is very important for HR managers to pay attention to because it has been proven empirically to affect employee performance and has implications for overall company performance. By placing employees according to their abilities and expertise, employees can easily complete their duties. The right placement of employees by adjusting educational background and experience will maximize employee performance. Based on the description of the research variables, it can be seen that the majority of family planning extension staff at the PP, PA and KB Offices of Jember Regency have a good perception of staff placement, this makes them able to achieve good performance in agencies. The results of this study prove that the placement of employees affects performance, this is in line with previous research conducted by Manullang., et al. (2020), Siahaan, (2019), Blicblau et al., (2016) and Sukardi et al., (2021) which also prove that employee placement affects employee performance.

Competence was found to have no significant effect on the performance of family planning extension officers at the PP, PA and KB Offices of Jember Regency as evidenced by the results of the t test which showed a significance value greater than the specified significance level. This result is contrary to Abdullah's theory (2014: 115), where competence implies one of which is a causal relationship (causally related). Competence can be used to predict a person's performance. Which can be interpreted if someone has high competence, then he will also have high performance as a result. However, in this study it was found that there was no significant effect of competence on the performance of family planning extension staff at the PP, PA and KB Offices in Jember Regency. This is because the competence of family planning extension staff at the PP, PA and KB Offices of Jember Regency has not been able to improve their performance. Thus the performance of employees cannot be determined by the competence of employees. Based on the description of the research variables, it can be seen that the majority of family planning extension staff at the PP, PA and KB Offices of Jember Regency have a good perception of competence, this makes them able to achieve work results in accordance with predetermined work targets. But of course it cannot be denied, some employees feel that their competence is not appropriate, this is because they feel they do not have integrity in carrying out work according to their position level so that they are unable to carry out their work in accordance with the established deadline. The results of this study prove that competence has no effect on performance, this is contrary to previous research conducted by Manani (2019), Sari., et al. (2020) and Jo et al., (2016) which also prove that competent employees will greatly influence the success of achieving goals within the company.

Motivation was found to have no effect on the performance of family planning extension officers at the PP, PA and KB Offices of Jember Regency as evidenced by the results of the t test which showed a significance value greater than the specified significance level. The coefficient value which is positive indicates the higher the motivation, the employee's performance will increase. With motivation, employees will work hard and enthusiastically to achieve high work productivity (Sunyoto, 2015: 164). The existence of strong motivation will produce good results or performance as well as the quality of the work he does. Someone who is motivated will carry out substantial efforts to support the goals of the agency where he works. However, in this study motivation did not affect the performance of family planning extension staff at the PP, PA and KB Offices in Jember Regency. This can be caused if the motivation possessed by employees is not able to create good performance so that motivation cannot determine the performance of family planning extension staff at the PP, PA and KB Offices in Jember Regency. Based on the description of the research variables, it can be seen that

the majority of family planning extension staff at the PP, PA and KB Offices of Jember Regency have the perception that they have high motivation, this makes them able to achieve work results in accordance with predetermined work targets. But of course it cannot be denied, some employees feel less motivated both intrinsically and extrinsically. Some employees feel that they have not been rewarded for the work they have achieved and find it difficult to carry out work according to the stipulated duties and responsibilities. In addition, several family planning extension staff at the Jember Regency PP, PA and KB Office also felt dissatisfied with the work environment and supervision carried out by the leadership. The results of this study prove that motivation has no effect on performance, this is contrary to previous research conducted by Lubis., et al. (2020) and Efendi and Dwijayanda (2021) which show that motivation influences performance.

Employee placement was found to have no effect on performance through motivation as evidenced by the Sobel test results which showed a significance value greater than the specified significance level. According to Handoko (2010: 126) Placement of employees according to their educational background and supported by good motivation will improve employee performance. Siagian (2011: 287) argues, motivation is the urge to do as much as possible in carrying out their duties in order to achieve organizational success and goals, so that the employee's personal interests will be maintained as well. Motivation is a set of values that influence individuals to achieve specific things according to individual goals. However, the results of this study contradict these theories where motivation is found not to be a significant mediation in the effect of placement on performance. This indicates that the creation of high motivation will not strengthen the effect of staffing on the performance of family planning extension officers at the PP, PA and KB Offices in Jember Regency. In addition, in this study found a significant effect on the placement of employees on performance which can then be concluded if the placement of employees can improve employee performance without having to increase work motivation. So that the placement of employees has a direct effect on performance without going through employee motivation. The results of this study contradict previous studies by Hartati et al. (2020) showed that all variables of employee placement, motivation, and non-physical work environment significantly affect employee performance. Agustini's research (2019) states that if employee motivation decreases, it can result in a decrease in employee performance levels so that it will reduce overall company performance. Thus, the company's management should be more careful in placing employees according to the abilities, skills and experience of employees. So that the employee placement program which consists of promotions, transfers, and demotions will be able to increase employee motivation.

Competence was found to have no effect on performance through motivation as evidenced by the results of the Sobel test which showed a significance value greater than the specified significance level. According to Rivai (2015: 304) competence is knowledge, skills and abilities related to work, as well as abilities needed for jobs that are not routine. Competence is a key determining factor for a person in producing excellent performance. In collective situations, competence is a key factor determining the success of an organization. According to Ruky (2016: 47) employee competence and good motivation can affect employee performance. Motivation is the most important element in improving the quality of human resources (HR), this is evidenced by the quality of human resources in a good company will be very helpful in company activities. If the motivation has been carried out to the maximum, the company's activities will be carried out easily, so entrepreneurs or heads of organizations must really pay attention to this element. However, the results of the study found that motivation is not a significant mediation in the effect of competence on performance. This explains that employee performance can be created with competence without going through the creation of motivation. However, this study also found that competence does not affect employee performance, so it can be concluded that performance cannot be determined by employee competence even though employee motivation is created. These results contradict the research of Parashakti et al., (2020) showing that the work environment and competence positively and significantly affect performance, both directly and indirectly, through motivation.

## **V. Conclusion**

Based on the results of research on the variables of employee placement, competence, motivation and performance, the conclusion of this study is that employee placement does not affect the motivation of family planning extension staff at the PP, PA and KB Offices in Jember Regency. The results of this study then reject the first hypothesis proposed. Competence has a significant effect on the motivation of family planning extension staff at the PP, PA and KB Offices in Jember Regency. The results of this study then support the second hypothesis proposed. Employee placement has a significant effect on the performance of family planning extension staff at the PP, PA and KB Offices in Jember Regency. The results of this study then support the third hypothesis proposed. Competence does not affect the performance of family planning extension staff at the PP, PA and KB Offices of Jember Regency. The results of this study then reject the fourth hypothesis proposed. Motivation has no effect on the performance of family planning extension staff at the PP, PA and KB Offices of Jember Regency. The results of this study then reject the fifth hypothesis proposed. Employee placement has no

significant effect on performance through motivation. The results of this study then reject the sixth hypothesis proposed. Competence has no significant effect on performance through motivation. The results of this study then reject the seventh hypothesis proposed..

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