

Employee Performance at LLDIKTI Region XV: Effect of Work Motivation, Employee Placement and Job Satisfaction

Mesker Lenggu*, Petrus Kase, Laurensius P Sayrani

Universitas Nusa Cendana

*Correspondence: lenggume85@gmail.com

ABSTRACT

The aim of this research is to determine and analyze the influence of work motivation, employee placement and job satisfaction on employee performance at Region XV Higher Education Service Institutions. The research that will be carried out uses quantitative research. The results of this research indicate that employee placement has a significant effect on employee performance at LLDIKTI Region XV. Work Motivation has a significant effect on Employee Performance at LLDIKTI Region XV. Job Satisfaction has a significant effect on Employee Performance at LLDIKTI Region XV. Work motivation, employee placement and job satisfaction together have a significant effect on Employee Performance at LLDIKTI Region XV.

Keywords : *employee performance, employee placement, job satisfaction, work motivation.*

INTRODUCTION

Minister of Education, Culture, Research and Technology Regulation Number 35 of 2021 concerning the Organization and Work Procedures of Higher Education Service Institutions, hereinafter abbreviated to LLDIKTI, is a work unit that helps improve the quality of higher education delivery. LLDIKTI is under and responsible to the Minister (Gariato, 2023). LLDIKTI development is technically carried out by the Director General of Higher Education, Research and Technology and the Director General of Vocational Education in accordance with their field of duties and administratively carried out by the Secretary General of the Ministry. LLDIKTI as referred to in Article 2 has the task of carrying out facilitation to improve the quality of higher education implementation.

As time progressed, performance measurement in government agencies experienced a change in orientation, namely input-oriented performance measurement (more specifically budget) shifted to results-oriented performance measurement (result oriented government) (Christy et al., 2017). Maximum performance from employees is really needed in LLDIKTI Region XV. However, based on the researcher's initial observations, there are a large number of employees who have not completed their annual SKP, and have not achieved work targets that are in line with the expectations of the organization's management. The low performance of employees can be seen from the many complaints submitted by the public or universities that have received services, including the slowness of employees or the lack of speed of employees in responding to wishes and complaints in obtaining LLDIKTI Region XV services. Complaints that are often submitted by the public or universities include the process of proposing a National Lecturer Identification Number (NIDN), changes to lecturer and student data, proposing functional or academic positions for lecturers, the accreditation process for study programs and universities, payment of lecturer certification allowances and so on.

The phenomenon of employee placement that occurs in LLDIKTI Region XV. The current condition is that there are 30 employees with civil servant status and 20 honorary staff, but the performance of these employees is not optimal. This may be due to a lack of employee morale. To avoid cuts to performance allowances, some employees attend and leave the office on time and then leave during office hours without notice. Apart from that, researchers found several things that showed employee performance was still low, including employees who did not complete tasks on time. This is possible because employees often postpone work at the end of the time, so that work that should be completed becomes late.

A mismatch between the position occupied and the educational background and competencies possessed by employees of the Region XV Higher Education Service Institution (LLDIKTI) will

make it difficult for employees to carry out their duties and work. According to the majority of employees, employee placements carried out at LLDIKTI Region XV do not match their educational background. LLDIKTI Region Therefore, personnel management or leadership must be able to implement the most appropriate placement strategy so that they can provide the best service to the community and universities in the LLDIKTI Region XV environment.

Based on the results of observations at the LLDikti Region tend to work only based on the tasks given at that time and have not made long-term work planning efforts. The leadership's assessment of employees is not based on work performance but on close personal relationships, which leads to performance assessments that are not yet objective from the leadership and the results of the institution's performance achievements being low.

Literature review

Employee Performance

Employee performance is important for a company. Performance comes from the word job performance or the actual achievements that have been achieved by an employee. The definition of performance or performance is the work results that can be achieved by a person or group of people in an organization, both quantitatively and qualitatively, in accordance with their respective authority and duties of responsibility to achieve the goals of the organization legally, meaning that it does not violate the law and is in accordance with morals and ethics (Moehariono, 2012).

Work motivation

Luthans (2011) stated that work motivation is something that creates encouragement or enthusiasm for work or in other words, it drives someone's work enthusiasm. Hasibuan (2018) defines work motivation as a willingness to try as optimally as possible in achieving organizational goals which is influenced by the business's ability to satisfy several individual needs.

Employee Placement

Noor (2018) states that employee placement is a process of assigning tasks and jobs that have passed the selection to be carried out continuously and the authority and responsibility attached to the portion and composition determined and being able to account for all risks that may occur regarding the tasks and work, authority and those responsibilities. Meanwhile, according to Montolalu et al. (2016) placement is placing a person into the right job position, how well a person is suited to their job will influence the quantity and quality of work. It can be concluded that employee placement is an ongoing assignment of tasks and responsibilities to employees who are competent in their fields.

Job satisfaction

Job satisfaction is not how hard or how well a person works, but rather how much a person likes a particular job. Job satisfaction is related to a person's feelings or attitudes regarding the job itself, salary, promotion or educational opportunities, supervision, colleagues, workload, etc. (Nabawi, 2019). Harahap & Tirtayasa (2020), stated that job satisfaction is a person's feelings and assessment of their work, especially regarding their working conditions, in relation to whether their work is able to fulfill their hopes, needs and desires.

METHOD

This research is a type of quantitative research with a survey method. According to Sugiyono (2013), quantitative research is a type of research that is systematic, planned and clearly structured from the beginning to the end of the research. The population of this study were employees at LLDIKTI Region XV. The sample for this research was taken from 100 respondent. This is in accordance with the opinion of Sugiyono (2013) who stated that the ideal sample ranges from 30-500 respondents. This research data analysis uses multiple linear regression analysis with the help of SPSS analysis tools.

RESULT

Table 1
Multiple Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12.206	6.112		1.997	.052
Work Motivation	.311	.153	.323	2.025	.049
Employee Placement	.450	.131	.479	3.424	.052
Job Satisfaction	.018	.154	.019	.117	.907

Source: Data Processed

Based on the regression equation data above, it can be explained that the constant value is 12.206 and the respective coefficient values for X1 are 0.450, X2 is 0.311 and X3 is 0.018. Thus the regression equation can be written: $Y = 12.206 + 0.311X1 + 0.450X2 + 0.018X3$

From the multiple linear regression equation above, it can be explained that the constant value is 12.206, this shows that if there is no variable X consisting of work motivation, employee placement and job satisfaction or it is equal to zero, then employee performance is 12.206. The regression coefficient value for The regression coefficient value for The regression coefficient value for X3 (job satisfaction) is 0.018, this shows that if there is a change in job satisfaction of 1 unit it will result in a change in employee performance of 0.018 or 1.8%.

Table 2
Coefficient of Determination (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.750 ^a	.562	.534	4.21693

Source: Data Processed

Table 2 data yields an R2 value of 0.562, or 56.2%. This indicates that the employee performance variable (Y) of 56.2% is influenced by work motivation (X1), employee placement characteristics (X2), and job satisfaction (X3) combined. In the meantime, factors not covered in this study have an impact on the remaining 43.8% of employee performance characteristics. In contrast, in LLDIKTI Region XV, the independent variable's influence on the dependent variable is 0.750, or 75%.

The purpose of this test is to determine the significance of each independent variable's influence on the dependent variable. The test was conducted by comparing each independent variable's t-calculated value with the t-calculated value with a 5% error degree in terms of ($\alpha = 0.05$). The independent variable has a significant impact on the dependent variable if the t-count value is greater than the t-table. The impact of work motivation, job satisfaction, and each employee placement variable on employee performance at LLDIKTI Region XV can be explained as follows, based on the findings of partial testing:

The second hypothesis (H1) is accepted, meaning that the work motivation variable has a positive and significant effect on employee performance. This is demonstrated by statistical tests using the t test with a significance level of 5% where the t-count value (6.035) > t-table (2.014) and has a significance of $0.000 < 0.05$.

Table 3
Partial Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	41.770	4.296		9.723	.000
Work Motivation	.386	.071	.617	5.428	.000

Source: Data Processed

Employee placement has a significant impact on employee performance when t-count (5.897) > t-table (2.014) and significance $0.000 < \text{statistical test by t-test with 5\% significance level. } 0.05$, so

we can conclude that the first hypothesis (H2) is accepted. This means that staffing variables have a positive and significant impact on employee performance, as shown in the following table.

Table 4
Partial Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	41.124	4.066		10.114	.000
Employee Placement	.402	.068	.648	5.897	.000

Source: Data Processed

Job satisfaction influences employee performance with statistical tests via the t test with a significance level of 5% where the t-count value (4.832) > t-table (2.014) and has a significance of $0.000 < 0.05$, so it can be concluded that the third hypothesis, namely H3, is accepted. which means that the job satisfaction variable influences employee performance.

Table 5
Partial Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	45.415	4.072		11.153	.000
Job Satisfaction	.350	.072	.572	4.832	.000

Source: Data Processed

Table 6
F Test Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1050.186	3	350.062	19.686	.000 ^b
Residual	817.994	46	17.782		
Total	1868.180	49			

Source: Data Processed

From the calculations in Table 6, we can see that the calculated F-score is 19,686, while the F-table is 2.84. Here, F number > F table and Value of Sig $0.000 < 0.05$. This means that there is a significant joint influence between the variables of job motivation, employee deployment, and job satisfaction on employee performance in LLDIKTI Region XV.

The Influence of Work Motivation on the Performance of Region XV Higher Education Service Institution Employees

The influence of the variable “work motivation” (X2) on the variable “employee performance” (Y) in LLDIKTI region XV office can be explained by hypothesis testing. Based on Table 3, it can be explained that the work motivation variable has a calculated t value > t table. So, the calculated t-value of work motivation is $5.428 > t$ -table value is 2.014. This proves that work motivation influences the performance of employees in LLDIKTI Region XV. To determine the significance level of the influence of work motivation on employee performance, it can be derived from a significance value of 0.000, which is less than $\alpha = 0.05$ or less than the 5% significance level.

This indicates that the influence of work motivation (X1) on employee performance (Y) is significant in LLDIKTI region XV. Based on this, the second hypothesis (H1) that work motivation influences employee performance in LLDIKTI Region XV can be accepted (proved). The correlation coefficient (R) of work motivation (X2) is 0.617 or 61.7%, which indicates a positive influence or in the same direction as employee performance (Y). The future is related to direction, the use of time, and the better the working relationships, the better the employee performance. The results of this study indicate that employee motivation has a positive impact on improving employee performance. Further development of employees' potential, equal opportunities for all employees to achieve, evaluation of employee performance by management and assignment of tasks commensurate with

employees' abilities will encourage employees to be diligent and serious. has been proven to increase motivation to work hard. Accomplish something that will lead to improved employee performance.

The Influence of Employee Placement on Employee Performance at Region XV Higher Education Service Institutions

The influence of the Employee Placement variable (X1) on the Employee Performance variable (Y) at the LLDIKTI Region XV Office can be explained through hypothesis testing. Based on table 4, it can be explained that the employee placement variable has a calculated t value $>$ t table, namely the calculated t value for employee placement is $5,897 >$ t table value is 2.014. This proves that employee placement has an influence on the performance of LLDIKTI Region XV employees. Meanwhile, to determine the significance level of the influence of employee placement on employee performance, it can be seen from the significance figure of 0.000 which is lower than $\alpha = 0.05$ or smaller than the 5% significance level. This shows that the influence of Employee Placement (X1) on Employee Performance (Y) in LLDIKTI Region XV is significant.

Based on this, the first hypothesis (H2) which states that there is an influence from Placement on Employee Performance at LLDIKTI Region XV can be accepted (proven). The correlation coefficient (R) for Employee Placement (X1) is 0.648 or 64.8%, this shows a positive influence or is in the same direction as Employee Performance (Y), meaning that there is suitability of Employee Placement with the indicators Education, Work Knowledge, Work Experience and Skills If work can be carried out well, employee performance will also increase.

The Influence of Job Satisfaction on the Performance of Employees of Region XV Higher Education Service Institutions

The influence of the Job Satisfaction variable (X2) on the Employee Performance variable (Y) at the LLDIKTI Region XV Office can be explained through hypothesis testing. Based on table 5, it can be explained that the variable Job Satisfaction has a calculated t value $>$ t table, namely the calculated t value for job satisfaction is $5.094 >$ t table value is 2.014. This proves that job satisfaction has an influence on the performance of LLDIKTI Region XV employees. Meanwhile, to determine the significance level of the influence of job satisfaction on employee performance, it can be seen from the significance figure of 0.000 which is lower than $\alpha = 0.05$ or smaller than the 5% significance level. This shows that the influence of work motivation (X1) on employee performance (Y) in LLDIKTI Region XV is significant.

Based on this, the third hypothesis (H3) which states that there is an influence of job satisfaction on employee performance at LLDIKTI Region XV can be accepted (proven). The correlation coefficient (R) for Job Satisfaction (X3) is 0.572 or 57.2%, this shows a positive influence or is in the same direction as Employee Performance (Y), meaning that with job satisfaction the indicators are the job itself, salary/wages, promotions and The better the supervisor feels the employees at the Region XV Higher Education Service Institution, the better the employee performance can be.

The Influence of work motivation, employee placement and job satisfaction together on the Performance of Region XV Higher Education Service Institution Employees

The influence of the work motivation, employee placement and job satisfaction variables on the Employee Performance variables at the LLDIKTI Region XV Office can be explained through hypothesis testing. Based on table 6, it can be explained that the independent variable has a calculated F value $>$ F table, namely a calculated F value of $19.686 >$ F table value of 2.84. This proves that the three independent variables have an influence on the performance of LLDIKTI Region XV employees. Meanwhile, to determine the significance level of the influence of the independent variable on employee performance, it can be seen from the significance figure of 0.000 which is lower than $\alpha = 0.05$ or smaller than the 5% significance level. This shows that work motivation, employee placement and job satisfaction have a significant joint effect on Employee Performance (Y) in LLDIKTI Region XV.

Based on this, the fourth hypothesis (H4) is accepted (proved) that job motivation, employee deployment and job satisfaction influence employee performance in LLDIKTI Region XV. The correlation coefficient of determination (R^2) of the variables job motivation, employee deployment,

and job satisfaction is 0.562 or 56.2%, which indicates that the variables have a positive or the same impact on employee performance (Y). It shows the direction. The better the employees of the university service institutions in Region XV do their jobs, the better their performance will be.

This study has theoretical and research implications. The theoretical implication of this study is that the research results show that misplacement affects employee performance, but the better the employee, the more likely the employee's performance will match the recruitment agency's suitability (Munaty et al., 2022). Placing employees in work areas that match their education, knowledge, skills, and professional experience encourages them to take their work more seriously. The implications of this study provide an understanding that the findings of this research are in accordance with the research results of Cakra (2020); Kusnandar & Idris (2023) which concluded that partially and simultaneously work motivation, employee placement and job satisfaction have a positive and significant effect on employee performance with a contribution of 0.526 or 52.6% and 48.6% were influenced by other factors outside this research.

CONCLUSION

Based on the results of the research and discussion that have been described, it can be concluded that employee placement has a significant effect on employee performance at LLDIKTI Region XV. Work Motivation has a significant effect on Employee Performance at LLDIKTI Region XV. Job Satisfaction has a significant effect on Employee Performance at LLDIKTI Region XV. work motivation, employee placement and job satisfaction together have a significant effect on Employee Performance at LLDIKTI Region XV. The limitations of this research are that it only examines employee performance in LLDIKTI region. Then, based on these limitations, it is recommended that further researchers increase the research population.

REFERENCES

- Cakra, I. G. A. B. 2020. Pengaruh Motivasi, Job Satisfaction dan Employee Placement Terhadap Kinerja Penyuluh Lapangan Keluarga Berencana di Kabupaten Karangasem. *Journal of Applied Management Studies*, 2(1), 49-68.
- Christy, Y., Setiana, S., & Cintia, P. 2017. Efektivitas Penerapan Sistem Akuntabilitas Kinerja Instansi Pemerintah (SAKIP) pada Pemerintahan Daerah Kota Bandung (Studi Kasus pada Badan Kepegawaian, Pendidikan dan Pelatihan; Bagian Umum dan Perlengkapan dan Badan Kesatuan Bangsa dan Politik). *Jurnal Akuntansi*, 9(2).
- Gariato, T. 2023. Implementasi Sistem Penjaminan Mutu Internal di Universitas Muhammadiyah Metro Lampung, *Doctoral dissertation*, UIN Raden Intan Lampung.
- Harahap, S. F., & Tirtayasa, S. 2020. Pengaruh Motivasi, Disiplin, Dan Job Satisfaction Terhadap Kinerja Karyawan Di PT. Angkasa Pura II (Persero) Kantor Cabang Kualanamu. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(1), 120-135.
- Hasibuan, S. M. 2018. Pengaruh Kepemimpinan, Lingkungan Kerja dan Work Motivation Terhadap Kinerja. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 1(1), 71-80.
- Kusnandar, A., & Idris, M. 2023. Pengaruh Penempatan, Work Motivation dan Job Satisfaction Terhadap Kinerja Anggota Kepolisian pada Kantor Kepolisian Resort Pangkajene dan Kepulauan. *Jurnal Magister Manajemen Nobel Indonesia*, 4(4), 691-704.
- Luthans, F. 2011, *Organizational Behaviour: An Evidence-Based Approach*. McGraw-Hill, New York.
- Moehariono. 2012. *Pengukuran Kinerja Berbasis Kompetensi*. Jakarta: Raja Grafindo Persada
- Montolalu, R., Kawet, L., & Nelwan, O. 2016. Pengaruh kepribadian, orientasi kerja dan Employee Placement terhadap Employee Performance pada dinas kebudayaan dan pariwisata provinsi sulawesi utara. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 4(1).
- Munaty, S., Dandono, Y. R., & Setiasih, S. 2022. The Effect of Recruitment, Selection and Training Process on Employee Performance. *International Journal of Management and Digital Business*, 1(1), 37-51.
- Nabawi, R. 2019. Pengaruh lingkungan kerja, Job Satisfaction dan beban kerja terhadap Employee Performance. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(2), 170-183.
- Noor, S. 2018. *Manajemen Sumber Daya Manusia*. Yogyakarta: Graha Ilmu.
- Sugiyono, D. 2013. *Metode penelitian pendidikan pendekatan kuantitatif, kualitatif dan R&D*.