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The Effect of Competence and Job Placement on Employee Performance with Job Satisfaction as a Mediation Variable in the State Civil Apparatus (ASN) at the Regional Civil Service Agency of West Java Province

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ABSTRACT

Employee performance is not only observed at the top manager level but must also be considered at the middle manager and subordinate or staff levels. If only top managers have high performance, the quality of service perceived by the public will remain low because the implementers in the field are actually the staff. This research is quantitative verification research using the causality method with a survey approach. Researchers use all members of the population as research subjects. The total population in the study was 131 employees of the Regional Civil Service Agency for the West Java Provincial Government. The analytical tools used in this research are SEM (Partial Least Square). The results state that: 1) Competency, Job Placement, Job Satisfaction, and Employee Performance have good criteria at the Regional Civil Service Agency of West Java Province; 2) Competency has a positive influence on employee performance at the Regional Civil Service Agency of West Java Province; 3) Job Placement has a positive influence on employee performance at the same agency; 4) Job Satisfaction has a positive influence on employee performance there; 5) Competency influences Employee Performance with job satisfaction as a mediating variable; 6) Job Placement influences Employee Performance with job satisfaction as a mediating variable.

Keywords: *Competency; Job Placement; Job Satisfaction; Employee Performance.*

INTRODUCTION

Human resource development (HR) is a crucial aspect in the era of globalization and technological disruption (Abdulah et al., 2021; Hamzah et al., 2022; Singtho et al., 2022). Adaptive, innovative, and competent human resources are needed to respond to the challenges of rapid change, both in the government and private sectors (Sadikin et al., 2023; Shi, 2024).

In the government sector, the strategic role of human resources is carried out by the State Civil Apparatus (ASN) as the driving force of the bureaucracy (Firdausijah, 2022; Ohoiwutun, 2023; Pusparani et al., 2024). Based on Law Number 20 of 2023 concerning ASN, what is meant by ASN includes Civil Servants (PNS) and Government Employees with Work Agreements (PPPK) who work in government agencies. ASN is required to be adaptive, professional, and responsive to the times to support the implementation of public policies, community services, and sustainable national development (Kamaly et al., 2024; Wahyuningsih & Martini, 2025).

As an indicator of the effectiveness of ASN in carrying out its strategic role, employee performance plays a key role (Lessy & Adnyana, 2024). According to Widyastuti (2018), performance is a translation of kinerja, which means the results of a person's work that can be shown concretely and can be measured with predetermined standards. Furthermore, Ajabar (2020) stated that employee performance is the performance of personnel work both in quantity and quality in an organization, which can be displayed by individuals and groups in the

organization. Thus, performance is an important indicator in measuring the success of achieving organizational goals (Aguilera et al., 2024; Rompho, 2024). In the context of bureaucracy, the performance of civil servants is also a benchmark for the effectiveness of government administration and the quality of public services, as well as playing a role in realizing good governance (Altaf & Shabir, 2023; Arman et al., 2024).

In line with that, the West Java Provincial Government needs superior human resources and optimal performance to support the achievement of organizational goals (Engkus, 2023). The management of human resources is the responsibility of the West Java Provincial Regional Civil Service Agency (BKD Jabar) as the authorized regional apparatus (Sampe et al., 2022).

Based on the Regulation of the Regional Governor of West Java Province Number 22 of 2022 concerning the Position and Composition of the Regional Apparatus of West Java Province, the West Java BKD has the main task of carrying out the function of supporting government affairs in the field of personnel. These functions include procurement, termination, and management of personnel information; mutation and promotion; apparatus development; as well as performance assessments and awards to apparatus under the authority of the provincial government (AM et al., 2022; Pangemanan et al., 2025). In addition, the West Java BKD is also tasked with carrying out deconcentration until the formation of the Governor's Secretariat as a representative of the Central Government, as well as assistance tasks in accordance with their field of duty.

BKD West Java is responsible for ensuring that the management of ASN is carried out professionally, accountably, and in accordance with the principles of good governance (Thayb et al., 2025). Therefore, the West Java BKD plays an important role in creating a work ecosystem that supports the optimization of the performance of all West Java Provincial Government ASN (Fauzian et al., 2024). Employee performance, both individually and organizationally, is greatly influenced by the effectiveness of personnel services provided by the West Java BKD (Fithon & Nugroho, 2024). With efficient personnel administration services, all civil servants in the West Java Provincial Government can focus more on their main tasks and functions without being burdened by administrative affairs and be more motivated to perform optimally.

The West Java BKD has a strategic role in managing ASN as one of the important elements in government. Based on data from the West Java Apparatus Information System as of January 1, 2025, the number of ASN in the West Java Provincial Government was recorded at 49,848 people, consisting of 9 CPNS, 27,794 civil servants, and 22,046 PPPK personnel.

Hinuq (2022) stated that employee performance is influenced by various factors, such as competence, development, work design, personality, job satisfaction, work environment, loyalty, commitment, work discipline, work motivation, leadership, leadership style, and organizational culture. Adanlawo (2023) added that other factors such as compensation, proper job placement, training and promotion, a sense of security for the future, and relationships between employees also affect the level of employee performance.

Based on these problems, the researcher conducted interviews with several West Java BKD employees to obtain preliminary information related to employee performance issues. From the results of the interviews, it was identified that one of the important factors suspected of affecting performance is competence. Mulang (2021) define competence as an underlying characteristic of a person that relates to the effectiveness of performance in the workplace.

Employees with high competence tend to be able to complete their work more effectively and efficiently. Setiawan (2022) also emphasized that the relationship between competence and employee performance is very close, so performance improvement can only be achieved if employees have competencies that are in accordance with their duties (the right man on the right job). The results of Fattah (2025) research also strengthen this view, showing that competence has a significant effect on the performance of civil servants in local governments. Relevant to this, one of the interviewees (Resource Person A) said, "I feel that the assignment given is not in accordance with the skills I have learned." This statement indicates a perception among West Java BKD employees regarding the incompatibility between the competencies they have and the assignments given.

Based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 38 of 2017 concerning ASN Position Competency Standards, every government agency in implementing ASN management based on the merit system is required to prepare ASN Competency Standards which include position identity, position requirements, and position competencies. The requirements for these positions include rank, type of training, measure of position performance, work experience, and educational qualifications. When referring to Table 1.5 below, the last education of West Java BKD employees is dominated by S2 graduates by 36.23% and S1 graduates by 29.71%, so educational qualifications are not the main obstacle in the performance of West Java BKD employees.

Based on the background described, this study aims to analyze the influence of competencies and job placement on employee performance with job satisfaction as a mediating variable in the Regional Civil Service Agency (BKD) of West Java Province. Specifically, the purpose of the study is to measure the level of competence, job placement, job satisfaction, and employee performance; test the direct influence of competencies and job placement on performance and job satisfaction; and prove the mediating role of job satisfaction in the relationship between competence and job placement to performance. The results of this research are expected to provide theoretical benefits by enriching the study of human resource management science, especially regarding mediation mechanisms, as well as providing practical benefits as a consideration for the management of BKD West Java in formulating policies and programs for human resource development such as improving the placement system, competency improvement programs, and efforts to increase job satisfaction—to encourage the realization of optimal employee performance.

METHOD

This study uses a descriptive-verifiable method with a quantitative approach. Descriptive research aims to describe phenomena based on data obtained from respondents as they are, without manipulating variables. Meanwhile, verifiable research aims to test hypotheses that have been formulated previously in order to obtain conclusions about the relationships between variables in the research model.

The quantitative approach was chosen because this study examines causal relationships between variables through numerical data processing and statistical analysis. This approach allows researchers to examine direct and indirect influences between variables, as well as measure the significance of the relationships objectively.

According to Bungin (2015), the descriptive-quantitative method is a method used to describe, explain, or summarize various conditions, situations, phenomena, or various research variables according to events as they are, which can be photographed, interviewed, observed, and expressed through documentary materials. Meanwhile, according to Sugiyono, Quantitative-verifiable research is a type of research whose specifications are systematic, planned, and clearly structured from the beginning to the creation of a research design to test hypotheses that have been determined using research instruments and statistical analysis.

Sugiyono also states that the descriptive-quantitative method is a research method through proof to test the hypothesis of descriptive research results with statistical calculations so that proof results are obtained that show whether the hypothesis is accepted or rejected.

In this study, data were collected directly from West Java BKD employees as respondents to obtain primary data relevant to the research variables. The data obtained were then analyzed through the Structural Equation Modeling method with the Partial Least Squares (SEM-PLS) approach, to test the relationships between independent variables, mediation variables, and dependent variables in the research model.

Data Source: *For this reason, the authors collected data in the form of:*

1. Data Primer
   Primary data is a data source that directly provides data to data collectors (Sugiyono). Data were obtained directly from the results of interviews, observations, and questionnaires that were distributed to a number of respondents who were in accordance with the target target and considered to be representative of the entire population. In this study, primary data was obtained through a questionnaire regarding Competencies, Job Placement, Job Satisfaction, and Employee Performance which was filled out by West Java BKD employees.
2. Data Seconds
   According to Sujarweni, secondary data is data obtained or collected by researchers from existing sources, such as documents, reports, archives, and publications that have been previously available. In the study, secondary data was obtained through documentation studies that included literature, literature materials, and other data relevant to the variables of Competence, Job Placement, Job Satisfaction, and Employee Performance.

According to Sugiyono, a population is a whole subject or object with certain characteristics that is studied, while a sample is a part of the population that represents it. Sampling techniques can be categorized into *Probability Sampling* and *Non-Probability Sampling*. This study uses *the Non-Probability Sampling* technique with *the Saturated Sampling* method, where all members of the population who meet the criteria are used as samples. The population in this study is 49 people, namely all Implementing Officials or JFU at the West Java Provincial Regional Civil Service Agency based on West Java SIAp data as of April 1, 2025.

Data Collection Techniques

The data collection technique in this study was carried out through a closed questionnaire as the main instrument to collect primary data from respondents, as well as a literature study to obtain secondary data that supports the research.

1. Questionnaire

   A questionnaire is a data collection technique that provides a set of written and structured statements for respondents to answer. In this study, the questionnaire was compiled based on the indicators of each research variable and distributed to all respondents, namely all Implementing Officials in the West Java BKD. The questionnaire was used to measure respondents' perception of the variables being studied through the Likert scale.

   Sugiyono states that "The Likert Scale is used to measure the attitudes, opinions, and perceptions of a person or a group of people towards social phenomena." With this scale, the research variables are operationalized into indicators, then the indicators are used as a reference to compile a number of statements that will be answered by the respondents.

   Each statement has an answer option that uses the notations SS (Strongly Agree), S (Agree), KS (Disagree), TS (Strongly Disagree), and STS (Strongly Disagree), with a score assessment of 5-4-3-2-1 for positive statements. The scoring is based on the structure of the statement, so the higher the level of approval of the respondent to the positive statement, the higher the score obtained. Details of the scoring can be seen in the following table:

Table 1. Values, Notation, and Predicate of Statements

Value	Notation	Predicate
5	SS	Strongly agree
4	S	Agree
3	KS	Disagree
2	TS	Disagree
1	STS	Strongly Disagree

Source: Sugiyono (2022)

2. Literature Studies

   Literature study is a data collection technique that is carried out by collecting, recording, and studying various library sources, such as *textbooks*, reference books, journals, print media, and other sources such as the internet, which are related to the problem to be researched. Literature studies aim to obtain relevant theoretical information, so that research has a strong theoretical foundation as a scientific basis.

In this study, a literature study was conducted using sources from the West Java Provincial Government Apparatus Information System (SIAp Jabar) application and several government policy documents related to the focus of the research.

Hypothesis Analysis and Test Techniques

This study uses a quantitative approach with data analysis techniques based on *Structural Equation Modeling–Partial Least Squares* (SEM-PLS). The SEM-PLS method was chosen because it has the advantage of analyzing complex relationships between latent variables, both directly and indirectly. In addition, this method is suitable for use on small sample sizes, non-normal data, and predictive and exploratory models (Wijaya).

Broadly speaking, data analysis techniques consist of two main stages, namely:

1. Descriptive Analysis, to describe the characteristics of respondents and the distribution of responses to the indicators of the research variables.
2. Verifiable Analysis, to test hypotheses and causal relationships between latent variables using SEM-PLS.

According to Ghozali and Latan (2018), if a model is formed using a mediating variable, then multiple regression cannot solve the problem. A more appropriate technique is Path *Analysis*, which allows testing for both direct and indirect influences in structural models. The main purpose of path analysis is to determine the direction of the relationship between variables, the magnitude of direct and indirect influences, and the significance of the relationship between exogenous, endogenous, and mediation variables.

With this approach, the results of the research are expected to be able to provide a comprehensive and in-depth picture of the phenomenon being studied.

Descriptive Analysis Techniques

According to Sugiyono, descriptive analysis is used to describe the data as it is, such as the demographic characteristics of respondents (gender, age, length of service), as well as their responses to variable indicators.

In this study, descriptive analysis was used to determine employees' perception of the variables of Competence, Job Placement, Job Satisfaction, and Employee Performance. The analysis is carried out through the calculation of scores and indices, namely:

1. The score is obtained from the result of multiplying the weight of the Likert scale value (1–5) and the frequency of responses on each item.
2. The average index is obtained by dividing the total score by the number of respondents.

To interpret the results, the Interval Level Value (NJI) is used. NJI is used to group respondents' responses into rating categories, such as "poor", "quite good", or "excellent" calculated by the formula:

$$\text{NJI} = \frac{\text{Skor Tertinggi} - \text{Skor Terendah}}{\Sigma \text{ Kategori Penilaian}}$$

Information:

- Highest Score = Maximum score (5) x number of respondents
- Lowest Score = Minimum score (1) x number of respondents
- Σ Rating Categories = Number of classes of assessment categories

Verification Analysis Techniques

Verifiable analysis is used to test the hypotheses that have been formulated, as well as to test the direct and indirect relationships between latent variables in structural models.

Below is the PLS-SEM model on the Influence of Competencies and Job Placement on Employee Performance with Job Satisfaction as a Mediation Variable:

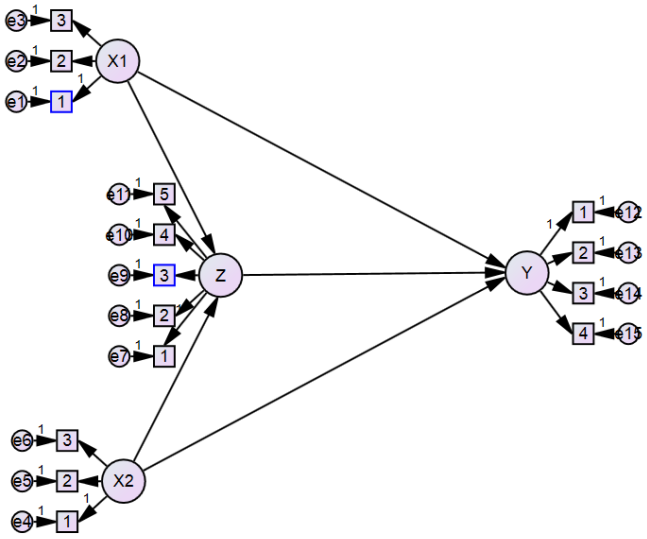

Figure 3.1
Testing Model

The method used is PLS-SEM with the help of SmartPLS software. According to Ghozali and Latan (2018), if a model is formed using mediation variables, then a multiple regression model cannot solve the problem. The right analysis technique is Path Analysis. Path Analysis allows researchers to test the direct relationships between variables as well as indirect relationships between variables in the model.

This analysis includes 2 (two) main stages: the evaluation of *the Outer Model* (Measurement Model) and *the Inner Model* (structural model).

Evaluation of the Outer Model

Outer Model or Measurement Model is used to test the validity and reliability of constructs. According to Abdillah and Hartono (2015), *the Outer Model* explains how the indicator blocks and latent variables are related to each other.

Validity was tested with (1) Convergent Validity (with an indicator of *the outer loading* value and *the Average Variance Distracted* (AVE) value > 0.5) and (2) Discriminant Validity (with the indicator *of the indicator's cross loading* value for the original construct higher than its *loading* for other constructs. Meanwhile, Reliability was tested with (1) *Composite Reliability* (with a value indicator of > 0.7 and (2) *Cronbach's Alpha* (with a value indicator of > 0.7).

1. Validity Test

a. Convergent Validity

According to (Abdillah and Hartono, 2015), a construct is declared to meet convergent validity if:

- *outer loading* each indicator > 0.70 (or at least 0.50 under certain conditions)
  This analysis refers to the *value of outer loading* (indicator load) to measure the validity of the indicator against latent constructs (X1, X2, Z, Y) in the SEM-PLS model. In general, *the outer loading* value ≥ 0.70 is considered valid and maintainable (Hair et al., 2017).
- *Average Variance Extracted* (AVE) > 0.50.
  The convergent validity test can also be seen through the AVE value. AVE describes the average of variance or discriminance extracted on each indicator, so that the ability of each item to divide the measurement with the others can be known. An AVE value equal to or above 0.5 indicates the presence of good convergence.

b. Discriminant Validity

Discriminant validity is evaluated through *cross loading*, where the loading value of an indicator against the original construct must be higher than that of other constructs.

2. Reliability Test

The reliability test aims to measure the consistency, accuracy, and accuracy of an instrument in measuring the construct in question. Construct reliability is measured through 2 (two) main measures, namely *Cronbach's Alpha* and *Composite Reliability* (Ghozali & Latan).

a. *Composite Reliability*

A construct is declared reliable if it has a *Composite Reliability* value of ≥ 0.70. Values between 0.60–0.70 are still acceptable in exploratory research (Sekaran, 2014).

b. *Cronbach's Alpha*

According to Cronbach, *Cronbach's Alpha* is used to measure the internal consistency of a construct. *Cronbach's Alpha* value ≥ 0.70 is considered adequate to demonstrate good reliability (Nunnally & Bernstein, 1994), although in the context of exploratory research, values between 0.60 to 0.70 are still acceptable (Hair et al., 2017). *Cronbach's Alpha Formula*:

$$\alpha = (k / (k - 1)) \times (1 - (Sz^2 / \sigma t^2))$$

Information:

A : Cronbach's Alpha

k : Number of items or indicators

σi^2 : Variance of each item

$\sigma \tau^2$: Varians total

Internal Model Evaluation and Hypothesis Testing

Internal Model *Evaluation* or Structural Model is carried out to assess the causal relationship between latent variables that have been built in the research model. In the PLS-SEM-based quantitative approach, Path Analysis is the main part of the *Inner Model evaluation*, which is used to test the direction, strength, and significance of the relationships between hypothetical constructs.

After *the Outer Model* is declared valid and reliable, the next step is to conduct a path analysis to test the direct and indirect influence between latent constructs using the PLS-SEM method. The *evaluation of the Inner Model* in this study includes the following stages:

1. Coefficient of Determination (R^2)

   The Coefficient of Determination test yields an R^2 value that is used to measure how much variance of endogenous variables can be explained by exogenous variables. The higher the R^2 value, the better the model is at explaining the dependent variable. The interpretation of the R^2 value according to Hair et al. (2017) is:

R^2 Value Interpretation Table (*Determinant Coefficient*)

R^2 Value	Interpretasi
$R^2 \geq 0.75$	strong
$R^2 \approx 0.50$	keep
$R^2 \approx 0.25$	weak

2. *Effect Size* (f^2)

   The f^2 effect measure is used to assess the magnitude of the influence of exogenous variables on endogenous variables individually. The interpretation of the value of f^2 according to Cohen is:

Effect Size Value Interpretation Table

Value f^2	Interpretasi
$f^2 \geq 0.35$	big
$f^2 \geq 0.15$	keep
$f^2 \geq 0.02$	small

3. Uji Hypothesis

   Hypothesis tests were carried out to find out whether the relationship between the previously formulated variables was statistically significant. The test was carried out based on the results of the internal model evaluation by paying attention to *the path coefficient*, *t-statistic*, and *p-value* values obtained from the *bootstrapping process* through the SmartPLS application.

   a. Path Coefficient (*Path Coefficient*)

   The Path Coefficient indicates the direction and magnitude of the influence between latent variables. These values are evaluated using a *bootstrapping procedure* to test statistical significance. The relationship is considered significant if *the t-statistic* value > 1.96 at a significance level of 5% ($\alpha = 0.05$).

Table 1. Path Coefficient Interpretation Table

Path Coefficient Values	Interpretasi
0,00 - 0,19	Weak
0,20 - 0,39	Keep
0,40 - 0,59	Strong
≥ 0.60	Very Powerful

b. ***t-statistic***

The decision-making criteria based on *t-statistics* are as follows:

- If *t-statistic* > 1.96 → Hypothesis is accepted (significant influence)
- If *t-statistic* ≤ 1.96 → Hypothesis is rejected (effect is not significant)

c. ***p-value***

The decision-making criteria based on *p-value* are as follows:

- If *the p-value* < 0.05 → Hypothesis is accepted (significant)
- If *p-value* ≥ 0.05 → Hypothesis is rejected (insignificant)

Through this evaluation, it can be found whether the relationships between variables in the structural model are statistically significant and whether the constructed model has sufficient explanatory and predictive power. Thus, the PLS-SEM approach allows for the testing of direct and indirect influences in complex models, including the involvement of mediating variables.

RESULTS AND DISCUSSION

Descriptive Analysis Results

Descriptive analysis was carried out to find out the profile of the respondents and their general perception of each research variable, namely Competence, Job Placement, Job Satisfaction, and Employee Performance. The results showed that in general, respondents had a positive perception of these variables.

Furthermore, NJI calculations are used to determine the range of intervals used in determining the level category of a research variable, such as not good, not good, good enough, good, very good. NJI is calculated based on the following formula:

$$\text{NJI} = \frac{\text{Nilai Tertinggi} - \text{Nilai Terendah}}{\Sigma \text{ Kriteria Penilaian}}$$

Information:

- Highest Score = Maximum score (5) x number of respondents
- Lowest Value = Minimum score (1) x number of respondents
- Assessment Criteria Σ = Number of grading category classes

In this study, a Likert scale of 1 to 5 was used with a total of 49 respondents, so the following calculations were obtained:

$$\text{NJI} = \frac{(5 \text{ x } 49) - (1 \text{ x } 49)}{5} = 39{,}2$$

Based on these calculations, the classification of assessments for each variable can be divided as follows:

Table 2. Classification of assessments for each dimension of each variable

Yes	Score Interval	Classification of Assessments
1	49,0 – 88,1	Bad
2	88,2 – 127,3	Not Good
3	127,4 – 166,5	Pretty Good
4	166,6 – 205,7	Good
5	205,8 – 245,0	Excellent

Source: Primary Data Processed (2025)

The index value of this calculation describes the collective response of all respondents to each variable in the study and becomes the basis for the categorization assessment of the level of perception or assessment of respondents.

Analysis of Respondents' Responses to Competency Variables

The competence of ASN in the West Java BKD is measured through 7 (seven) dimensions using a questionnaire consisting of 22 (twenty-two) statement items. Each statement is equipped with 5 (five) answer options arranged based on the Likert scale and respondents are asked to choose the answer that best suits their conditions.

Verifiable Analysis Results

A verifiable analysis was carried out to test the correctness of the hypotheses that have been formulated in this study. Hypothesis testing was carried out using *the Partial Least Squares* (PLS) approach through the SmartPLS 3.0 application. This method is used to measure the relationship between latent variables and their indicators simultaneously, both for Measurement Models (*Outer Models*) and Structural Models (*Inner Models*). The following is a schematic diagram of the PLS testing model in this study:

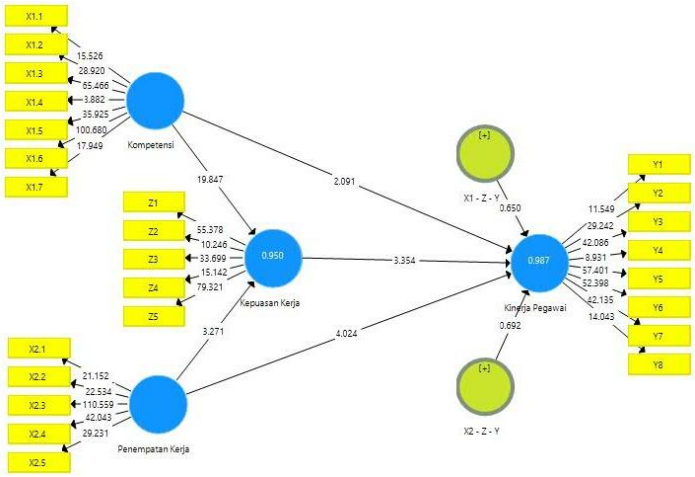

Figure 1. Model SEM-PLS

Results of Outer Model Evaluation

1. Validity Test Results
   - **a. *Convergent Validity***
     - ***Outer Loading***

       The following table shows that the average *outer loading* value per dimension in this study is all above this limit.

Table 3. *Outer Loading Factor*

	With	And	X1	X2	X1*Z	X2*Z
X1*Z					1,151	
X2*Z						0,874
X1.1			0,877			
X1.2			0,917			
X1.3			0,937			
X1.4			0,765			
X1.5			0,927			
X1.6			0,954			
X1.7			0,862			
X2.1				0,837		
X2.2				0,860		
X2.3				0,945		
X2.4				0,905		
X2.5				0,821		
Y.1		0,774				
Y.2		0,883				
Y.3		0,905				
Y.4		0,731				
Y.5		0,919				
Y.6		0,915				
Y.7		0,910				
Y.8		0,725				
Z.1	0,945					
Z.2	0,791					
Z.3	0,927					
Z.4	0,819					
Z.5	0,955					

Source: Primary Data processed (2025)

From the table above, it is known that the entire *outer loading* value is ≥ 0.70 so it is considered valid and maintainable, with the following details:

(a) In the Competency variable, the X1.6 dimension (Experience) had the *highest outer loading* value of 0.954, while the lowest value was found in the X1.4 dimension (Personal Characteristics) of 0.765.

(b) In the Job Placement variable, the X2.3 dimension (Placement according to Education) recorded the highest *outer loading* value of 0.945, while the lowest value was in the X2.5 dimension (Placement according to Skills) of 0.821.

(c) In the Job Satisfaction variable, the Z.5 dimension (Satisfaction with the Work Itself) had the highest *outer loading* value of 0.955, while the lowest value was found in the Z.2 dimension (Satisfaction with Promotion) of 0.791.

(d) In the Employee Performance variable, the Y.5 dimension (Service Orientation) showed *the highest outer loading* value of 0.919, while the lowest value was found in the Y.8 dimension (Cooperation) of 0.725.

(e) In the interaction between Competency and Job Satisfaction, it shows an *outer loading* value of 1.151. So it can be assumed that Job Satisfaction significantly moderates the relationship between Competency and Performance.

(f) In the interaction between Job Placement and Job Satisfaction, it shows an *outer loading* value of 0.874. Thus, it can be assumed that Job Satisfaction significantly moderates the relationship between Job Placement and Performance.

- ***Average Variance Distracted*** **(AVE)**

The AVE value in this study is shown by the following table.

Table 4. Average Variance Distracted

Variabel	AVE	Information
Competencies (X1)	0,798	Valid
Work Placement (X2)	0,765	Valid
Job Satisfaction (Z)	0,792	Valid
Employee Performance (Y)	0,721	Valid
X1 - Z – Y (Moderation)	1,000	Valid
X2 - Z – Y (Moderation)	1,000	Valid

Source: PLS Output (2025)

The validity of the convergence is assessed based on *the outer loading* value and the AVE value which should be above 0.50. Thus, it can be known that all constructs in the research model are proven to have met the requirements of convergent validity. No constructs or indicators need to be omitted based on the AVE test.

b. *Discriminant Validity*

This test is used to evaluate the validity of the discriminant in the PLS-SEM model. To meet the validity of the discriminant, the *loading* value of an indicator against its main construct must be higher than the *loading* of other constructs (Hair et al., 2017). The table below is the *Cross Loading* values for each dimension:

Table 5. *Cross Loading*

	With	And	X1	X2	X1 - Z - Y	X2 - Z - Y	Ket.
X1*Z	-0,822	-0,834	-0,913	-0,599	1,000	0,873	Valid
X2*Z	-0,697	-0,659	-0,789	-0,332	0,873	1,000	Valid
X1.1	0,820	0,821	0,877	0,602	-0,927	-0,761	Valid
X1.2	0,880	0,865	0,917	0,645	-0,887	-0,737	Valid
X1.3	0,955	0,911	0,937	0,716	-0,787	-0,698	Valid
X1.4	0,669	0,731	0,765	0,545	-0,876	-0,770	Valid
X1.5	0,917	0,915	0,927	0,775	-0,759	-0,676	Valid
X1.6	0,918	0,902	0,954	0,726	-0,870	-0,785	Valid
X1.7	0,874	0,894	0,862	0,834	-0,647	-0,540	Valid
X2.1	0,598	0,674	0,614	0,837	-0,562	-0,322	Valid
X2.2	0,553	0,640	0,538	0,860	-0,415	-0,076	Valid
X2.3	0,742	0,834	0,731	0,945	-0,617	-0,379	Valid

	With	And	X1	X2	X1 - Z - Y	X2 - Z - Y	Ket.
X2.4	0,668	0,737	0,592	0,905	-0,381	-0,074	Valid
X2.5	0,901	0,895	0,847	0,821	-0,597	-0,503	Valid
Y.1	0,731	0,774	0,801	0,562	-0,903	-0,773	Valid
Y.2	0,878	0,883	0,824	0,824	-0,559	-0,454	Valid
Y.3	0,945	0,905	0,928	0,691	-0,826	-0,725	Valid
Y.4	0,669	0,731	0,765	0,545	-0,876	-0,770	Valid
Y.5	0,943	0,919	0,918	0,741	-0,734	-0,650	Valid
Y.6	0,914	0,915	0,903	0,801	-0,716	-0,639	Valid
Y.7	0,853	0,910	0,832	0,910	-0,710	-0,413	Valid
Y.8	0,641	0,725	0,568	0,904	-0,365	-0,041	Valid
Z.1	0,945	0,905	0,928	0,691	-0,826	-0,725	Valid
Z.2	0,791	0,796	0,839	0,581	-0,932	-0,780	Valid
Z.3	0,927	0,910	0,873	0,793	-0,636	-0,563	Valid
Z.4	0,819	0,817	0,726	0,844	-0,467	-0,316	Valid
Z.5	0,955	0,911	0,937	0,716	-0,787	-0,698	Valid

Source: PLS Output (2025)

Overall, the results of *the cross loading* analysis showed that all indicators in the research model had adequate discriminant validity. This means that each indicator is able to measure its construct more dominantly than the other. Thus, the measurement model in this study has met the criteria of discriminant validity based on *cross loading analysis*.

2. Reliability Test Results

a. *Composite Reliability*

A construct is said to be *reliable* if the *Composite Reliability* (CR) value is above 0.7 (Abdillah and Hartono, 2015). The CR results can be seen in the table as follows:

Table 6. *Composite Reliability*

Variabel	*Composite Reliability*	Information
Competencies (X1)	0,965	Reliabel
Work Placement (X2)	0,942	Reliabel
Job Satisfaction (Z)	0,950	Reliabel
Employee Performance (Y)	0,953	Reliabel
X1 - Z - Y	1,000	Reliabel
X2 - Z - Y	1,000	Reliabel

Source: Primary Data Processed (2025)

3. Uji Hypothesis

The hypothesis test in this study was carried out by looking at *the Path Coefficient* (*Original Sample*/O), *t-statistical* value, and *p-value* obtained from *bootstrapping analysis* on the Structural Model (*Inner Model*) using the PLS-SEM approach. The following are the results of the hypothesis test obtained in this study through *the Inner Model*:

Table 7. Hypothesis Test Results

Relationships Between Variables	*Original Sample* (O)	*Standard Deviation* (STDEV)	*t-Statistic* (|O/STDEV|)	*P Value*	Information
H1: Employee Performance→ Competencies	0,366	0,175	2,091	0,042	Significant, moderate influence
H2: Employee Performance→ Job Placement	0,251	0,062	4,024	0,000	Significant, weak–medium influence
H3: Employee Performance→ Job Satisfaction	0,398	0,119	3,354	0,002	Significant, medium–strong influence
H4: Job Satisfaction→ Competency	0,856	0,043	19,847	0,000	Significant, very strong influence
H5: Job Placement → Job Satisfaction	0,146	0,045	3,271	0,002	Significant, weak influence
H6: Employee Performance →Job Satisfaction Competency →	0,254	0,082	4,650	0,000	Significant, partial mediation, moderate influence
H7: Job Placement → Job Satisfaction → Employee Performance	0,251	0,074	3,692	0,004	Significant, partial mediation, moderate influence

Source: Primary Data Processed (2025)

Information:

- ***Original Sample* (O):** a path *coefficient* value that shows the direction and magnitude of the influence between variables. Values of 0.00 - 0.19 indicate weak influence strength, 0.20 - 0.39 moderate, 0.40 - 0.59 strong, and ≥ 0.60 very strong
- ***Standard Deviation* (STDEV):** The standard deviation from *the bootstrapping* value, describing the estimated spread
- ***t-Statistic* (|O/STDEV|)**: *Original Sample* divided *by Standard Deviation*, the result of statistical testing of the *path coefficient* (O) value to find out whether the influence between variables is significant or not. If *t-statistic* > 1.96 → Hypothesis is accepted (significant influence)
- ***p-value***: Statistical significance (generally compared to α = 0.05). If *p-value* < 0.05 → Hypothesis is accepted (significant)

Based on the table of test results above and the decision-making criteria of *Path Coefficient*, *t-Statistic*, and *p-value*, the hypothesis test results are as follows:

a. The Effect of Competency on Employee Performance (H1)

The results of the test of the Competency variable on Employee Performance show a value *t-Statistic* over 1.96 i.e. 2.091 and *p-value* less than 0.05 i.e. 0.042. This shows that competence has a significant effect on employee performance (H1 accepted). Value *path coefficient* 0.366 (36.6%) indicates the strength of influence in the medium category.

b. The Effect of Job Placement on Employee Performance (H2)

The results of the test of the Job Placement variable on Employee Performance show a value *t-Statistic* 4,024 and *p-value* 0.000. This shows that Work Placement is proven

to have a significant effect on employee performance with an influence value of 0.251 (25.1%), included in the category of weak–medium influence (H2 accepted). This indicates that appropriate Work Placement can improve performance, although the effect is not as strong as competence.

c. The Effect of Job Satisfaction on Employee Performance (H3)

Value *t-Statistic* 3,354 and *p-value* 0.002 indicates a significant influence with an influence value of 0.398 (39.8%), including the category of moderate-strong influence (H3 is accepted). This shows that the higher the job satisfaction, the higher the performance shown by employees.

d. The Effect of Competency on Job Satisfaction (H4)

With *t-Statistic* very high which is 19,847 and *p-value* 0.000, this result shows a very significant influence, with an influence value of 0.856 (85.6%) falling into the category of very strong influence (H4 accepted). This indicates that competence is a dominant factor in shaping employee job satisfaction.

e. The Effect of Job Placement on Job Satisfaction (H5)

The *t-Statistic* value of 3.271 and *the p-value* of 0.002 showed a significant influence even though the influence value was only 0.146 (14.6%), including the category of weak influence (H5 accepted). It can be seen that job placement contributes to job satisfaction, although the impact is not as great as competence.

f. The Effect of Job Satisfaction Mediation on Competency Relations on Employee Performance (H6)

Value *t-Statistic* 4,650 and *p-value* 0.000 showed a significant mediating effect, with an indirect effect of 0.254 (25.4%) which was classified as moderate (H6 accepted). This means that Job Satisfaction plays a role as a partial mediator that strengthens the influence of competence on employee performance.

g. The Effect of Job Satisfaction Mediation on the Relationship of Job Placement on Employee Performance (H7)

Value *t-Statistic* 3,692 and *p-value* 0.004 showed a significant mediating effect with an indirect effect of 0.251 (25.1%), which is equivalent to the direct effect of work placement on performance (H7 accepted). This suggests that job satisfaction mediates the relationship significantly.

CONCLUSION

Based on the results of data analysis and hypothesis testing, it can be concluded that, in general, respondents' responses to competence, job placement, job satisfaction, and employee performance at BKD West Java are in the category of "quite good." Employee competencies are assessed as good, especially in terms of technical expertise, intellectual capacity, and personal characteristics, although experience still needs to be improved. Job placement is considered quite good, with the suitability of skills and knowledge as the best dimension, while the suitability of education and adaptation to digitalization remain concerns. Job satisfaction is also quite good, but some employees feel that long and convoluted SOPs reduce motivation. Employee performance is considered quite good, with high cooperation but low initiative. The test results show that competence, job placement, and job satisfaction have a significant effect on employee performance. In addition, competence and job placement also have a significant effect on job satisfaction. Job satisfaction has been proven to be a mediating variable between

competence and job placement on employee performance, which means employees with high competence and the right placement will feel more satisfied, motivated, and ultimately show more optimal performance.

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