THE EFFECT OF WORK PLACEMENT, WORK ENVIRONMENT, WORK COMMITMENT ON IMPROVING EMPLOYEE PERFORMANCE WITH FACILITIES AN INFRASTRUCTURE AS INTERVENING VARIABLES AT THE OFFICE OF THE PORT MASTER AND CLASS I PORT AUTHORITY OF TANJUNG BALAI KARIMUN

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Abstract

This study examines the Influence of Job Placement, Work Environment, Work Commitment on Improving Employee Performance with Facilities and Infrastructure as Intervening Variables at the Harbormaster and Port Authority Office Class I Tanjung Balai Karimun. This study uses a quantitative approach based on statistical information. Data collection techniques use variable measurement using questionnaire instruments. Data analysis techniques in this study use Partial Least Square (PLS). The results of the study Job Placement has a positive but insignificant effect on the Facilities and Infrastructure variable. Work Environment has a positive but significant effect on the Facilities and Infrastructure variable. Work Commitment has a positive but significant effect on the Facilities and Infrastructure variable. Facilities and Infrastructure have a positive but significant effect on the Employee Performance variable. Job Placement has a positive but significant effect on the Employee Performance variable. Work Environment has a positive but significant effect on the Employee Performance variable. Work Commitment has a positive but significant effect on the Employee Performance variable. Facilities and Infrastructure have a positive but insignificant effect in mediating Job Placement on Employee Performance. Facilities and Infrastructure have a positive and significant effect in mediating the Work Environment on Employee Performance. Facilities and Infrastructure have a positive and significant effect in mediating Work Commitment on Employee Performance

Keywords : Job Placement, Work Environment, Work Commitment, Employee Performance Improvement and Facilities and Infrastructure

1. INTRODUCTION

Indonesia as an archipelagic country, is required to have maritime facilities as one of the efforts to overcome transportation needs. This forces the government to improve all supporting elements of its own sea transportation while ensuring the safety of its own passengers. Security and safety which are the problems faced by shipping are a big responsibility for the port world. This is because the biggest problem in accidents that occur to ships is a problem related to the ability and expertise of individuals to carry out tasks related to harbormaster activities. The duties of the Harbormaster are regulated in Law No. 17 of 2008 concerning Shipping and Regulation of the Minister of Transportation No. PM 36 of 2012 dated June 1, 2012, concerning the Organization and Work Procedures of the Harbormaster Office and Port Authority. In carrying out duties in the field, the Harbormaster is a government official who is at the port whose appointment is carried out by the Minister and represents the highest authority in carrying out and carrying out supervisory duties related to the fulfillment of statutory provisions to ensure the safety and comfort of shipping. One indication of the low quality of the State Civil Apparatus (ASN) is the existence of disciplinary violations that are often committed by ASN. In an effort to improve ASN discipline, the Indonesian Government has enacted a regulation, namely Government Regulation Number 53 of 2010 concerning Civil Servant Disciplinary Regulations. Civil Servant Disciplinary Regulations are

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regulations that contain rules on rights and obligations if these obligations are not carried out or there is a violation of the prohibition by ASN.

Findings in the field, in carrying out their work, employees have received quite large compensation/allowances based on job analysis, but have not shown optimal work results in the sense that the work done has not been completed on time. It can be seen that the work results carried out by employees of the Harbor Master and Port Authority Office are still not optimal because there are still employees who often shirk their work responsibilities by their superiors, there are still many employees who arrive late and there are also those who arrive on time, but only to fill in the attendance list and after filling in the attendance list, employees do not immediately carry out their duties and instead spend more time playing with their cellphones, many employees leave the office for various reasons such as breakfast, taking children to school, to the market, and so on. This condition can also be seen from the inconsistent value of the Employee Performance Target (SKP) in the last 4 years as shown in the table below.

Table 1.1.
Average Performance Targets of Harbor Master and Port Authority Employees 2020-2023

Indicator	Year			
	2020	**2021**	**2022**	**2023**
Service Orientation	91.00	91.00	92.00	91.17
Integrity	88.00	88.00	88.00	88.00
Commitment	87.00	87.00	87.00	87.75
Discipline	89.00	88.00	88.00	88.00
Cooperation	88.00	87.00	87.00	87.75
Leadership	89.00	88.00	88.00	88.00
Average value	88.67	88.17	88.33	88.44

Source: Data Processed by Researchers 2023

Based on Table 1.1 above, it is known that in the last 4 years, the average results of employee performance assessments based on several performance indicators (service orientation, integrity, commitment, discipline, cooperation, and leadership) showed a value greater than 80, which means that the average performance of employees of the Harbormaster and Port Authority Office is in the good category. Furthermore, the overall Employee Performance Target (SKP) value is in the range of 88.17 to 88.67, which indicates that the average performance of employees of the Harbormaster and Port Authority Office as a whole is also in the good category. However, the average value of the Employee Performance Target (SKP) in the last 4 years has stagnated where there has been no significant increase or decrease.

Improving employee performance needs to be done to be more optimal in working where performance is also determined by the ability to manage oneself in controlling emotions and the ability to relate to others or commonly called emotional intelligence, intellectual intelligence, and spiritual intelligence. Problems regarding performance are problems that will always be faced by management, therefore management needs to know the factors that affect employee performance. Factors that can affect employee performance will allow agency management to take various necessary policies, so that it can improve employee performance to be in accordance with agency expectations.

Problems regarding office facilities and infrastructure do not stop at procurement issues. In the process of maintaining facilities and infrastructure, it has not been running optimally. Maintenance of facilities and infrastructure is often not considered, if it is not damaged. In addition, efforts to implement management of office facilities and infrastructure in carrying out tasks and responsibilities have not been maximized. This can be seen from the lack of maintenance of existing office facilities and infrastructure. Sometimes management staff do not routinely check

office facilities and infrastructure so that some office facilities and infrastructure do not receive maintenance. Employee awareness of the importance of maintaining office facilities and infrastructure is still lacking. Therefore, it will certainly hinder the smooth running of employee work activities. Lack of awareness of the importance of maintenance is caused by employees not having a sense of responsibility for the facilities and infrastructure that have been used. From the results of field observations, the mismatch of job placement between employees and their abilities and expertise will have an impact on employee performance and will affect their work performance. Job placement at the Harbormaster and Port Authority Office Class I Tanjung Balai Karimun is divided into mutations and rotations where the purpose of the job placement is to eliminate employee boredom and also to increase employee insight in the new workplace. According to one of the employees at the Harbormaster and Port Authority Office Class I Tanjung Balai Karimun who experienced a job mutation, he found that there were weaknesses in the form of placement carried out by the Harbormaster and Port Authority Office Class I Tanjung Balai Karimun due to the lack of knowledge or expertise of employees in the new workplace, so that training in the field is needed.

Then regarding the problem of job placement, there are problems surrounding dual positions in work practices, which are still a topic that is continuously debated, not only limited to the issue of the lack of laws and regulations governing dual positions but also regarding morals and bureaucratic culture. This is because dual positions often have a broad impact and have the potential for conflicts of interest that encourage corruption. One form of behavior that can result in monopolistic practices and unfair competition is Dual Positions. As found in the Office of the Harbor Master and Class I Port Authority of Tanjung Balai Karimun, the position of Captain of a Patrol Boat also doubles as Head of the Work Area. This occurs because of the lack of employees at the KSOP and also employees who have the competence of a Seaman's Certificate. A good working environment in a company can provide comfort for the people who work in it. A comfortable atmosphere can provide encouragement to employees to work optimally. The facilities and infrastructure in the company also have an influence in completing the tasks given by the company. If the working environment is not suitable, for example in a dirty, smelly and unhealthy state, then employees can get sick.

Another work environment problem is the small building of the Port Authority and Harbor Master's Office Class I Tanjung Balai Karimun, so that one staff room is combined with other field staff. Adequate arrangement of work places and office equipment must be provided not only to place furniture and other equipment but also to allow easy movement from one part to another. Therefore, the arrangement of employee office space must consider various aspects that contain smooth work. The office as the center of office administration, where all activities take place requires a good and orderly atmosphere so that it will get comfort, effectiveness and efficiency in working. If the office layout is not appropriate, then employees will feel bored and tired in carrying out their activities in the office. The enthusiasm and passion for work of employees will decrease and ultimately the goals of the office will not be achieved as expected by the company. To prevent this from happening, efforts must be made to make the office layout more comfortable, orderly and pleasant.

2. IMPLEMENTATION METHOD

This study uses a quantitative approach based on statistical information. According to Sugiyono (2016) quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative or statistical in nature with the aim of testing the established hypothesis.

The sampling technique used in this study uses purposive sampling technique. Purposive sampling is a sampling determination technique with certain considerations in Sugiyono, (2016: 85). The reason for using this purposive sampling technique is because it is suitable for use in

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quantitative research, or research that does not generalize according to Sugiyono, (2016: 85). So the sample in this study is the entire population of 107 Employees (ASN) of the Class I Tanjung Balai Karimun Harbor Master and Port Authority Office. Data collection techniques using variable measurement using questionnaire instruments. Each employee respondent was given five questionnaire instruments to be a source of measurement of the variables studied. Data were collected using the questionnaire method, namely by providing a list of questions or questionnaires to respondents. The data processing process in this study used the Likert Scale. The data analysis technique in this study uses Partial Least Square (PLS) which is a second-generation Multivariate Analysis using structural equation modeling (Structural Equation Model/SEM). PLS can be used for small sample sizes, and of course with a large sample size it will be more capable of increasing estimation precision. PLS does not require the requirement of data distribution assumptions to be normal or not. The form of the construct can use a reflective or formative model. Structural Model Analysis aims to test the research hypothesis. There are at least two parts that need to be analyzed in this structural model, namely: (1) Collinearity (Collinearity/Variance Inflation Factor/VIF), (2) Testing the significance of the structural model path coefficient (Structural Model Path Coefficient), (3) Determination Coefficient (R-Square).

3. RESULTS AND DISCUSSION
3.1 Evaluation of Measurement Model (Outer Model)
The measurement model (outer model) is confirmatory factor analysis (CFA) by testing the validity and reliability of latent constructs. The following are the results of the outer model evaluation in this study.
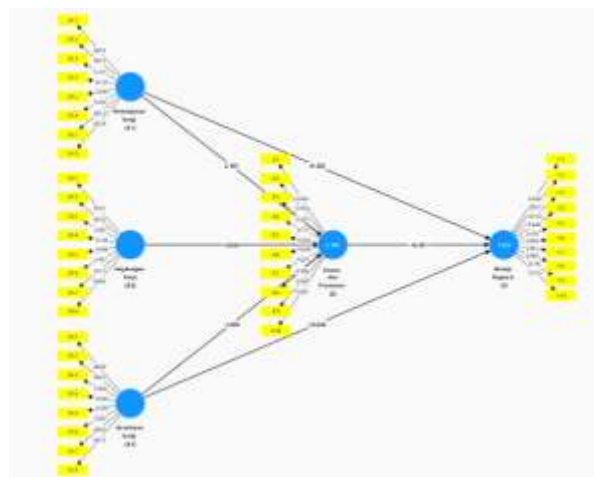

Figure 3.1. Outer Model

To test the validity of data, convergent validity can be used to see the loading factor value and discriminant validity by looking at the cross loading value. In this study, a loading factor of 0.7 was used with the algorithm calculation on Smart PLS 3.0. The following are the results of the convergent validity measurement model test using the loading factor which can be seen in Table 3.1:

Table 3.1
Results of Instrument Validity Test Using Loading Factor

	Performance_ Employee_Y	Commitment_ Work_X3	Environment_ Work_X2	Placement_ Work_X1	Means_and_ Infrastructure_Z
X1.1				0.816	

X1.2			0.951	
X1.3			0.771	
X1.4			0.727	
X1.5			0.910	
X1.6			0.874	
X1.7			0.812	
X1.8			0.839	
X2.1		0.717		
X2.2		0.834		
X2.3		0.867		
X2.4		0.764		
X2.5		0.886		
X2.6		0.933		
X2.7		0.717		
X2.8		0.868		
X3.1	0.809			
X3.2	0.843			
X3.3	0.804			
X3.4	0.843			
X3.5	0.870			
X3.6	0.802			
X3.7	0.902			
X3.8	0.831			
Y.1.	0.830			
Y.2	0.723			
Y.3	0.957			
Y.4	0.733			
Y.5	0.848			
Y.6	0.736			
Y.7	0.929			
Y.8	0.912			
Y.9	0.848			
Y.10	0.795			
Z.1				0.860
Z.2				0.882
Z.3				0.956
Z.4				0.843
Z.5				0.775
Z.6				0.825
Z.7				0.850
Z.8				0.873
Z.9				0.706
Z.10				0.838

Source: Processed primary data (2024)

Based on Table 4.8 above, it can be seen that all the loading factor values of Employee Performance (Y), Work Commitment variable (X3), Work Environment variable (X2), Job Placement variable (X1) and Facilities and Infrastructure variable (Z) with the criteria of loading factor value of each instrument (> 0.7), so it can be concluded that each indicator in this study is valid. Therefore, these indicators can be used to measure research variables. The following are the

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results of testing the discriminant validity measurement model using cross loading which can be seen in Table 3.2:

Table 3.2
Results of Instrument Validity Test Using Cross Loading

	Performance_ Employee_Y	Commitment_ Work_X3	Environment_ Work_X2	Placement_ Work_X1	Means_and_ Infrastructure_Z
X1.1	0.847	0.843	0.805	0.816	0.801
X1.2	0.962	0.957	0.968	0.951	0.957
X1.3	0.815	0.694	0.711	0.771	0.741
X1.4	0.733	0.742	0.809	0.727	0.736
X1.5	0.912	0.940	0.946	0.910	0.926
X1.6	0.873	0.883	0.90	0.874	0.891
X1.7	0.805	0.804	0.850	0.812	0.834
X1.8	0.846	0.868	0.847	0.839	0.847
X2.1	0.713	0.635	0.717	0.834	0.681
X2.2	0.887	0.886	0.834	0.821	0.856
X2.3	0.826	0.899	0.867	0.747	0.890
X2.4	0.678	0.695	0.764	0.857	0.783
X2.5	0.863	0.926	0.886	0.986	0.909
X2.6	0.962	0.957	0.933	0.902	0.957
X2.7	0.733	0.742	0.717	0.833	0.736
X2.8	0.873	0.883	0.868	0.829	0.891
X3.1	0.847	0.809	0.805	0.762	0.801
X3.2	0.825	0.843	0.874	0.821	0.893
X3.3	0.835	0.804	0.810	0.857	0.802
X3.4	0.826	0.843	0.893	0.986	0.890
X3.5	0.863	0.870	0.919	0.825	0.909
X3.6	0.847	0.802	0.789	0.902	0.787
X3.7	0.912	0.902	0.946	0.833	0.926
X3.8	0.846	0.831	0.847	0.829	0.847
Y.1.	0.830	0.843	0.810	0.762	0.801
Y.2	0.723	0.957	0.893	0.821	0.773
Y.3	0.957	0.694	0.919	0.857	0.957
Y.4	0.733	0.635	0.789	0.816	0.741
Y.5	0.848	0.706	0.946	0.933	0.681
Y.6	0.736	0.937	0.847	0.891	0.667
Y.7	0.929	0.936	0.805	0.833	0.929
Y.8	0.912	0.886	0.743	0.725	0.923
Y.9	0.848	0.851	0.968	0.986	0.856
Y.10	0.795	0.723	0.874	0.799	0.802
Z.1	0.826	0.889	0.828	0.622	0.860
Z.2	0.962	0.926	0.789	0.774	0.882
Z.3	0.825	0.957	0.875	0.949	0.956
Z.4	0.757	0.886	0.858	0.918	0.843

Z.5	0.847	0.787	0.828	0.834	0.775
Z.6	0.663	0.840	0.769	0.762	0.825
Z.7	0.884	0.666	0.635	0.821	0.850
Z.8	0.678	0.876	0.874	0.857	0.873
Z.9	0.841	0.695	0.796	0.747	0.706
Z.10	0.863	0.857	0.844	0.831	0.838

Based on Table 3.2 above, it can be seen that all cross loading values of each targeted indicator have a higher correlation with each variable compared to other variables. It can be concluded that the indicators above are valid as a whole. The following are the results of reliability calculations using Average Variance Extracted (AVE), Cronbach Alpha and Composite Reliability which can be seen in the following table:

Table 3.3
**Calculation of AVE, Cronbach Alpha, and Composite Reliability**

	Cronbach's alpha	Rho_a	Rho_c	AVE
Employee_Y_Performance	0.950	0.957	0.951	0.665
Work Commitment_X3	0.950	0.951	0.950	0.703
Work Environment_X2	0.936	0.946	0.938	0.660
Job Placement_X1	0.949	0.954	0.950	0.706
Facilities_and_Infrastructure_Z	0.954	0.958	0.955	0.680

Source: Processed primary data (2024)

Based on Table 3.3 above, it can be seen that the Cronbach Alpha value of the Employee Performance variable (Y) is 0.950, the Work Commitment variable (X3) is 0.950, the Work Environment variable (X2) is 0.936, the Job Placement variable (X1) is 0.949 and the Facilities and Infrastructure variable (Z) is 0.954. From the calculation results above, it can be seen that all indicators are reliable in measuring their latent variables.

3.2 Structural Model Evaluation (Inner Model)

Evaluation of the inner model can be seen from several indicators including the coefficient of determination (R^2), Predictive Relevance (Q^2) and Goodness of Fit Index (GoF) (Hussein, 2015). The results of the structural model displayed by Smart PLS 3.0 in this study are as follows:
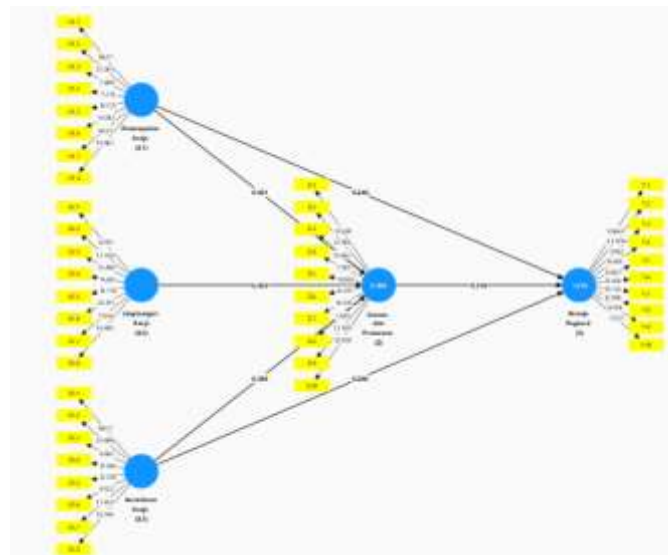
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Figure 3.2 Structural Model (Inner Model)

3.3 R-Square Determination Test Results (R2)

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. The results of the r2 calculation in this study are as follows:

Table 3.4
R-Square Determination Test (R2)

	R-square	Adjusted R-square
Employee_Y_Performance	1,478	1,520
Facilities_and_Infrastructure_Z	0.998	0.998

Source: Processed primary data (2024)

Based on the calculation results using bootstapping in Table 3.4 above, it is known that the r2 value of the Employee Performance variable (Y) is 1.520, which means that the Employee Performance variable (Y) is influenced by the Job Placement variable (X1), Work Environment (X2) and Work Commitment variable (X3) by 152.0% or in other words the contribution of the Job Placement variable (X1), Work Environment (X2) and Work Commitment variable (X3) is 152.0%. The r2 result of the Facilities and Infrastructure (Z) variable is 0.998%, which means that the Facilities and Infrastructure (Z) variable is influenced by the Job Placement (X1), Work Environment (X2) and Work Commitment (X3) variables by 99.8% or in other words, the contribution of the Job Placement (X1), Work Environment (X2) and Work Commitment (X3) variables is 99.8% while the remaining 0.2% is the contribution of other variables.

1. Goodness of Fit Model

The calculation of goodness of fit can be used to determine the magnitude of the contribution given by exogenous variables to endogenous variables. The GoF value in PLS analysis can be calculated using Q-square predictive relevance (Q2). The following are the results of the calculation of the Goodness of Fit Model in this study:

$$Q^2 = 1 - (1 - r12)(1 - r22)$$

$$Q2 = 1 - (1 - 1.520)(1 - 0.998)$$

$$Q2 = 0.9989$$

Based on the calculation above, the Q-square predictive relevance (Q2) value is 0.9989 or 99.89%. This is able to show that the diversity of Employee Performance variables (Y) can be explained by the model as a whole by 0.9989 or it can also be interpreted that the contribution of the variables of Job Placement (X1), Work Environment (X2) and Work Commitment variables (X3) and Facilities and Infrastructure (Z) to the Employee Performance variable (Y) as a whole is 99.89%, while the remaining 0.11% is the contribution of variables not discussed in this study.

3.4 Hypothesis Testing

1. **Testing Results T-Test (Partial)**

   Hypothesis testing can be seen from the t-statistic value and probability value. To test the hypothesis, namely by using statistical values, for alpha 5% the t-statistic value used is 1.96.

Table 3.5
T-Test (Partial)

	Original Sample (O)	*Sample Mean (M)*	*Standard Deviation (STDEV)*	*T statistics (|O/STDEV|)*	*P Values*
Job Placement (X1) -> Facilities and Infrastructure (Z)	2.107	0.393	34,274	0.061	0.951
Work Environment (X2) -> Facilities and Infrastructure (Z)	0.036	0.027	12,403	2,026	0.000
Work Commitment (X3) -> Facilities and Infrastructure (Z)	1,060	0.590	27,685	4,589	0.000
Facilities and Infrastructure (Z) -> Employee_Performance_(Y)	14,781	0.729	74,680	2.199	0.000
Job_Placement_(X1) -> Employee_Performance_(Y)	0.048	0.951	87,882	2.183	0.029
Work Environment_(X2) -> Employee Performance_(Y)	0.531	1.278	41,519	3.698	0.000
Work_Commitment_(X3) -> Employee_Performance_(Y)	0.516	0.654	58.235	5,061	0.000

Source: Processed primary data (2024)

   a. The first hypothesis is that Job Placement (X1) has a positive insignificant effect on the variable of Facilities and Infrastructure (Z). The variable of Job Placement (X1) has a t-statistic value of 0.061 and a p-value of 0.951. The t-statistic value of Job Placement (X1) is above the t-table value of 1.96 (0.061 <1.96), with a p-value of 0.951> 0.05 so that the first hypothesis is rejected. The first hypothesis is that Job Placement (X1) has a positive insignificant effect on the variable of Facilities and Infrastructure (Z).

   b. The second hypothesis isWork Environment (X2) has a significant influence on the variable of Facilities and Infrastructure (Z). The variable of Work Environment (X2) has a t-statistic value of 2.026 and a p-value of 0.000. The t-statistic value of Work Environment (X2) is above the t-table value of 1.96 (2.026 > 1.96), with a p-value of 0.000 < 0.05 so that the second hypothesis is accepted. The second hypothesis is that Work Environment (X2) has a significant positive influence on the variable of Facilities and Infrastructure (Z).

   c. The third hypothesis isWork Commitment (X3) has a significant influence on the variable of Facilities and Infrastructure (Z). The variable of Work Commitment (X3) has a t-statistic value of 4.589 and a p-value of 0.000. The t-statistic value of Work Commitment (X3) is above the t-table value of 1.96 (4.589 > 1.96), with a p-value of 0.000 < 0.05 so that the third hypothesis is accepted. The third hypothesis is that Work Commitment (X3) has a significant positive influence on the variable of Facilities and Infrastructure (Z).

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d. The fourth hypothesis isFacilities and Infrastructure (Z) have a significant influence on the Employee Performance variable (Y). The Facilities and Infrastructure (Z) variable has a t-statistic value of 2.199 and a p-value of 0.000. The t-statistic value of Facilities and Infrastructure (Z) is above the t-table value of 1.96 (2.199 > 1.96), with a p-value of 0.000 < 0.05 so that the fourth hypothesis is accepted. The fourth hypothesis is that Facilities and Infrastructure (Z) have a significant positive influence on the Employee Performance variable (Y).

e. The fifth hypothesis isJob Placement (X1) has a significant influence on the Employee Performance variable (Y). The Job Placement variable (X1) has a t-statistic value of 2.183 and a p-value of 0.029. The t-statistic value of Job Placement (X1) is above the t-table value of 1.96 (2.183 > 1.96), with a p-value of 0.029 < 0.05 so that the fifth hypothesis is accepted. The fifth hypothesis is that Job Placement (X1) has a significant positive influence on the Employee Performance variable (Y).

f. The sixth hypothesis isWork Environment (X2) has a significant influence on the Employee Performance variable (Y). The Work Environment variable (X2) has a t-statistic value of 3.698 and a p-value of 0.000. The t-statistic value of the Work Environment (X2) is above the t-table value of 1.96 (3.698 > 1.96), with a p-value of 0.000 < 0.05 so that the sixth hypothesis is accepted. The sixth hypothesis is that the Work Environment (X2) has a significant positive influence on the Employee Performance variable (Y).

g. The seventh hypothesis isWork Commitment (X3) has a significant influence on the Employee Performance variable (Y). The Work Commitment variable (X3) has a t-statistic value of 5.061 and a p-value of 0.000. The t-statistic value of Work Commitment (X3) is above the t-table value of 1.96 (5.061> 1.96), with a p-value of 0.000 <0.05 so that the seventh hypothesis is accepted. The seventh hypothesis is that Work Commitment (X3) has a significant positive influence on the Employee Performance variable (Y).

2. **Indirect Effect Intervening Test**

The indirect influence test is carried out by testing the strength of the indirect influence of the independent variable (variable X) on the dependent variable (variable Y) through the intervening variable (variable Z) with the condition that the t-statistic value is > 1.96.

Table 3.6
Intervening Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (|O/STDEV|)	P Values
Job Placement(X1)-> Facilities and Infrastructure_(Z) -> Employee_Performance_(Y)	-31,340	-1.377	46.175	0.214	0.830
Work Environment_(X2)-> Facilities and Infrastructure_(Z) -> Employee Performance_(Y)	0.531	1.278	41,519	5.021	0.000
Work Commitment_(X3) -> Facilities and Infrastructure_(Z) -> Employee Performance_(Y)	15,756	0.802	83,404	3.920	0.000

Source: Processed primary data (2024)

a. It is known that the t-statistic value of the influence of Job Placement (X1) does not have a positive effect on Employee Performance (Y) mediated by Facilities and Infrastructure (Z) is smaller than the statistical value (1.96) with a large influence of 0.214 and p-value> 0.05 with a spread of 0.830. So it can be concluded that Facilities and Infrastructure (Z) has a positive but insignificant effect in mediating Job Placement (X1) on Employee Performance (Y).

b. It is known that the t-statistic value of the influence of the Work Environment (X2) has a positive effect on Employee Performance (Y) mediated by Facilities and Infrastructure (Z) which is greater than the statistical value (1.96) namely with a large influence of 5.021 and p-value> 0.05 spread 0.000. So it can be concluded that Facilities and Infrastructure (Z) have a positive and significant effect in mediating the Work Environment (X2) on Employee Performance (Y).

c. It is known that the t-statistic value of the influence of Work Commitment (X3) has a positive effect on Employee Performance (Y) mediated by Facilities and Infrastructure (Z) is greater than the statistical value (1.96) with a large influence of 3,920 and p-value> 0.05 with a spread of 0.000. So it can be concluded that Facilities and Infrastructure (Z) have a positive and significant effect in mediating Work Commitment (X3) on Employee Performance (Y).

4. CONCLUSION

Based on the research results explained in the previous chapter, the following research conclusions can be obtained:

1) Job placement has a positive but insignificant influence on the Facilities and Infrastructure variable.
2) The work environment has a significant positive influence on the Facilities and Infrastructure variable.
3) Work Commitment has a significant positive influence on the Facilities and Infrastructure variable.
4) Facilities and infrastructure have a significant positive influence on the Employee Performance variable.
5) Job placement has a significant positive influence on the Employee Performance variable.
6) Work Environment has a significant positive influence on Employee Performance variables.
7) Work Commitment has a significant positive influence on the Employee Performance variable.
8) Facilities and infrastructure have a positive but insignificant effect in mediating Job Placement on Employee Performance.
9) Facilities and Infrastructure have a positive and significant influence in mediating the Work Environment on Employee Performance.
10) Facilities and infrastructure have a positive and significant influence in mediating Work Commitment on Employee Performance.

THE EFFECT OF WORK PLACEMENT, WORK ENVIRONMENT, WORK COMMITMENT ON IMPROVING EMPLOYEE PERFORMANCE WITH FACILITIES AN INFRASTRUCTURE AS INTERVENING VARIABLES AT THE OFFICE OF THE PORT MASTER AND CLASS I PORT AUTHORITY OF TANJUNG BALAI KARIMUN

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