

FACTORS INFLUENCING THE WORK EFFECTIVENESS OF FUNCTIONAL EQUIVALENCY OFFICIALS ON THE IMPLEMENTATION OF BUREAUCRATIC SIMPLIFICATION POLICY THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE IN BINTAN REGENCY

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Abstract

This study analyzes the factors that influence Effectiveness of the Work of Functional Equivalency Officials in the Implementation of the Bureaucratic Simplification Policy in the Bintan Regency Government, with job satisfaction as an intervening variable. The legal basis for bureaucratic simplification is regulated in PERMENPANRB NO. 25 OF 2021 concerning the Simplification of Organizational Structures in Government Agencies for Bureaucratic Simplification. The negative impact of this policy that needs to be anticipated is the psychological impact on Administrators (echelon III) and Supervisors (echelon IV) who will lose their positions. Using primary data from 153 Functional Officials, this study found that Compensation and Organizational Commitment have a significant direct effect on Work Effectiveness, on the other hand Job Placement is proven to have an insignificant effect on Work Effectiveness, in addition Compensation, Job Placement and Organizational Commitment have a significant effect on Job Satisfaction. Job Satisfaction has a significant effect on Work Effectiveness. In the indirect effect, Compensation and Organizational Commitment have a significant effect on Work Effectiveness through Job Satisfaction. However, Job Placement does not have a significant effect on Work Effectiveness through Job Satisfaction. The proposed recommendation is to focus on increasing work effectiveness and other aspects that have a more direct effect on the psychological impact of Administrator (echelon III) and Supervisor (echelon IV) officials who will lose their positions.

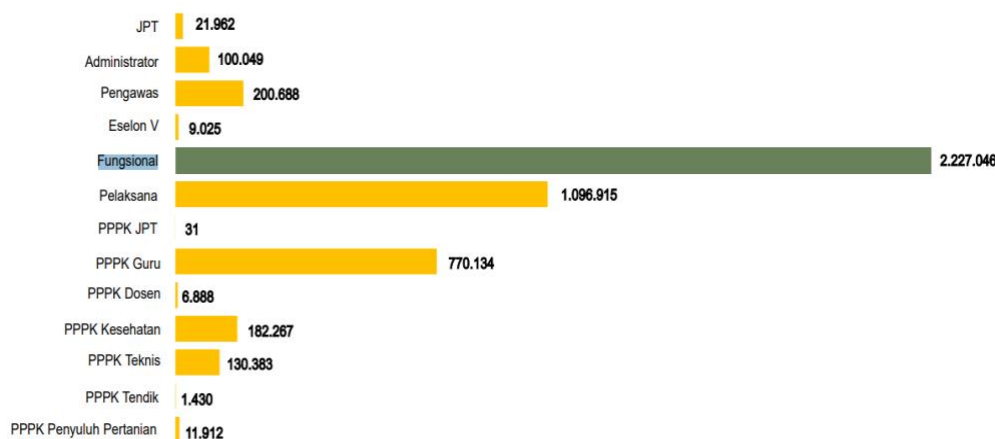
Keywords: *Leadership; remuneration; competence; turnover intention; organizational culture*

INTRODUCTION

The objectives of the bureaucratic simplification policy are: first, to build enthusiasm in accelerating the political decision-making process at all levels of ministries, institutions, and even the regional level, as there has been sectoral egos. Second, to create government accountability and third, to create a more effective and efficient bureaucracy. The legal basis for bureaucratic simplification has been regulated in PERMENPANRB NO. 25 OF 2021 concerning the Simplification of Organizational Structures in Government Agencies for Bureaucratic Simplification. Where Bureaucratic Simplification is part of the bureaucratic restructuring process, carried out through simplifying organizational structures, equalizing positions, and adjusting work systems. Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2022 concerning Work Systems in Government Agencies for Bureaucratic Simplification. Revoking the provisions regarding the coordination role as referred to in Article 28 of the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 17 of 2021 concerning the Equivalence of Administrative Positions into Functional Positions.

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Source: National Civil Service Agency 2024

Figure 1.1. ASN Graph by Position

From the data above, it can be seen that the simplification of the organizational structure in the central and regional governments. With the massive appointment of Functional Employees, the number of Functional Employees has become 2,227,046 employees. However, in its implementation, the equalization of administrative positions to Functional Positions in Bintan Regency caused unrest among ASN in Bintan Regency. Some ASN whose positions were equalized felt disadvantaged because of the wrong placement of positions. The mechanism for determining functional positions in Bintan Regency seemed to be chasing deadlines, resulting in errors in the determination and placement of functional positions. The functional positions held as a result of the equalization of positions did not align with the main duties and functions of the OPD as stipulated in the Regent's Regulation on the Organizational Structure and Work Procedures (SOTK) of each OPD. In addition, several functional officials resulting from the equalization of positions complained about not getting sub-coordinator seats due to the incompatibility of the functional positions resulting from the equalization with the new institution, because the equalization of positions in Bintan Regency was carried out before the SOTK arrangement. Bureaucratic simplification is actually intended to increase work effectiveness, but this process can present a number of new challenges and problems that need to be addressed. Bureaucratic simplification can blur the boundaries of employee duties and responsibilities, which can lead to confusion. During the transition from a bureaucratic system to a simpler system, confusion and chaos can occur in the workflow. This study is expected to provide more insight into the factors that influence employee work effectiveness. Equalization on the Implementation of Bureaucratic Simplification Policy Through Job Satisfaction as an Intervening Variable in Bintan Regency.

The Influence of Compensation on Work Effectiveness

According to Hasibuan (2018:118), compensation is all income in the form of money, goods, directly or indirectly received by employees in return for services provided to the company. Compensation in the form of money means compensation paid in cash to the employee concerned. The level of success of an organization is determined by human resources or employee factors in its efforts to achieve organizational goals. Therefore, to be able to achieve these goals, the organization must provide fair and correct compensation so that it will help the company achieve its goals and obtain, maintain, and retain a productive workforce. This is in line with previous research conducted by Zulkifli Rusby in 2018, where the results of the study showed that there is a significant influence between compensation and employee work effectiveness.

H1: There is a direct influence between Compensation and the Work Effectiveness of Equivalency Functional Officials in the Bintan Regency Government.

Influence Job Placement on Work Effectiveness

Zainal, et al (2018:155) employee placement is the reassignment of someone to their new job in the company to get a position that can be filled according to the position created by the line manager assigned by the Human Resources department. One key to improving employee effectiveness is proper placement. Misplacement can have consequences not only for the individual work unit but also for other units, disrupting organizational operations. To avoid misplacement, an agency must utilize job analysis, job description, job specification, and job

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evaluation as the foundation. This is in line with previous research conducted by Tarya in 2018. Based on the partial research results, it was found that employee placement has influenced the work effectiveness of employees at the Bandung City Manpower Office Secretariat..

H2:There is a direct influence between Job Placement and the work effectiveness of Functional Equivalency Officials in the Bintan Regency Government.

The Influence of Organizational Commitment on Work Effectiveness

According to Kaswan (2017: 216) organizational commitment is a work attitude in the form of desire, willingness, dedication, loyalty and strong belief to show the desire to remain a member of the organization by being willing to accept the values and goals of the organization, and working on behalf of/for the interests of the organization. An employee with a high level of commitment to the organization will demonstrate his desire to work hard for the progress of the organization. Organizational commitment and organizational effectiveness are what employees receive in exchange for their contributions to the company. Providing organizational commitment is one of the HR functions that relates to all types of individual rewards in exchange for performing organizational tasks. This is in line with research

H3:There is a direct influence between the Organizational Commitment and the Work Effectiveness of the Functional Equivalency Officials in the Bintan Regency Government.

The Effect of Compensation on Job Satisfaction

Cahyani et al. (2019:55) define job satisfaction as a positive attitude toward one's work performance and is an individual matter. Individuals with high levels of job satisfaction will have a positive attitude toward their work, while individuals with low or dissatisfied levels will have a negative attitude toward their work. According to Larasati (2018:89), compensation is one of the factors that directly or indirectly influence employee job satisfaction. Therefore, it is appropriate that compensation for employees receives special attention from management to maintain employee motivation and improve employee performance. This is in line with previous research conducted by Mamik Eko et al. in 2018.

H4:There is a direct influence between Compensation and Job Satisfaction of Functional Equivalency Officials in the Bintan Regency Government.

The Effect of Job Placement on Job Satisfaction

Mangkunegara (2019:67) is of the opinion that extrinsic factors that cause dissatisfaction include company administration and policies, quality of supervision, relationships with supervisors, relationships with subordinates, wages, job security, working conditions, and status. Thus, job satisfaction is also related to employees' sense of belonging and loyalty because it is their affective view or feelings about the organization or company. This is in line with previous research conducted by Mikaningrum in 2020.

H5:There is a direct influence between job placement and job satisfaction of functional equivalency officials in the Bintan Regency Government.

The Influence of Organizational Commitment on Job Satisfaction

Mangkunegara (2019:67) is of the opinion that extrinsic factors that cause dissatisfaction are company administration and policies, quality of supervision, relationships with supervisors, relationships with subordinates, wages, job security, working conditions, and status. Employees with a high level of commitment tend to be loyal to the organization or company. This is certainly very beneficial for the company, as employees are the most important human resource that must be retained. This aligns with previous research conducted by Maulidyansah in 2015.

H6:There is a direct influence between Organizational Commitment and Job Satisfaction of Functional Equivalency Officials in the Bintan Regency Government.

The Effect of Compensation on Work Effectiveness Mediated by Job Satisfaction

According to Sutrisno (2023:74), job satisfaction is an employee's attitude toward work related to the work situation, cooperation between employees, rewards received in the work, and matters relating to physical and psychological factors. Compensation provided by management and the company to its employees can also improve employee performance. The purpose of this compensation is to provide a special bond for an employee to work

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better. Employees who have high performance will strive to provide the best work results to achieve the goals set by the company. This is in line with previous research conducted by Sari et al. in 2022.

H7: There is a direct indirect influence between Compensation and Work Effectiveness which is mediated by Job Satisfaction of Functional Equivalency Officials in the Bintan Regency Government.

The Effect of Job Placement on Work Effectiveness Mediated by Job Satisfaction

Job placement is the most important factor in improving employee performance within an organization/company, and this has been the subject of much previous research. Job placement is the process of assigning, filling, or reassigning employees to new or different tasks or positions.. With job placements that align with employee competencies and skills, employee effectiveness will improve. Likewise, employee satisfaction levels will improve. This aligns with previous research conducted by Syaifora 2022.

H8: There is a direct indirect influence between job placement and work effectiveness which is mediated by job satisfaction of functional equivalency officials in the Bintan Regency Government.

The Influence of Organizational Commitment on Work Effectiveness Mediated by Job Satisfaction

According to Handoko (2020:85) job satisfaction is a pleasant or unpleasant emotional state for employees regarding their work. Organizational commitment, competence, and job satisfaction are inseparable from an organization. Every organization needs factors that can motivate employees to work effectively and effectively, thereby achieving organizational goals and achieving positive results. Every institution or organization also needs employees who understand their responsibilities as workers. This is in line with previous research conducted by Sawitri 2022.

H9: There is a direct indirect influence between Organizational Commitment and Work Effectiveness mediated by Job Satisfaction of Functional Equivalency Officials in the Bintan Regency Government.

The Influence of Job Satisfaction on Work Effectiveness

Job satisfaction is fundamentally individual, with each individual experiencing varying levels of satisfaction based on the system in place. The higher the perceived aligning of an activity with their desires, the higher their satisfaction with that activity. Thus, satisfaction is an evaluation that reflects a person's feelings of pleasure or displeasure, satisfaction or dissatisfaction, at work. This is in line with previous research conducted by Hasan 2023.

H10: There is a direct influence between Job Satisfaction and the Work Effectiveness of Functional Equivalency Officials in the Bintan Regency Government.

METHOD

This research is a type of research quantitatively using primary data which is the answer to the questionnaire used. The quantitative approach can be interpreted as a research method based on the philosophy of positivism, used to research certain populations or samples, data collection using research instrument data, data analysis is quantitative or statistical, with the aim of testing predetermined hypotheses. (Sugiyono, 2014). The population in this study is Government officials in Bintan Regency who are affected by Functional Position Equivalency. A total of 153 employees were selected. The sample was determined using the Slovin formula, which divides the population to obtain the desired sample size. The data used in this study is primary data. Primary data refers to research data obtained directly from primary sources, namely government officials in Bintan Regency who are affected by the Functional Position Equivalency Program. This primary data was collected through a survey using a questionnaire. The questionnaire was closed-end and self-administered. Data collection in this study used a questionnaire instrument with a Likert Scale model with five categories: 1) strongly agree, 2) agree, 3) neutral, 4) disagree, and 5) strongly disagree. The positive statement category was limited to: strongly agree with a weight of 5, agree with a weight of 4, undecided with a weight of 3, disagree with a weight of 2, and strongly disagree with a weight of 1. Conversely, negative statements were weighted with the opposite value. The distribution, completion, and collection of this questionnaire took a relatively long time, approximately thirty days in stages, so the researcher collected the questionnaires over several periods of time. In this study, the author distributed the questionnaires to the research targets by sharing the questionnaire link to the respondents. Government officials in Bintan Regency who are affected by Functional Position Equivalency.

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Table 2
Grid and Indicators

Variables	Indicator	Source
<i>Work Effectiveness</i> (Y)	1. Adaptability	Steers (2017)
	2. Work performance	
	3. Job satisfaction	
	4. Quality	
	5. External assessment	
Job Satisfaction (Z)	1. Psychological factors	Edy Sutrisno (2023:80)
	2. Social factors	
	3. Physical factors	
	4. Financial factors	
Compensation (X1)	1. Wages and Salaries	Sinambela (2016:235)
	2. Incentive	
	3. Allowance	
	4. Facility	
Job Placement (X2)	1. Education	Yuniarsih and Suwatno (Ridwan, 2020:59)
	2. Working knowledge	
	3. Job skills	
	4. Work experience	
Organizational Commitment (X3)	1. Affective commitment	Kreitner and Kinicki (2014:165)
	2. Ongoing commitment	
	3. Normative commitment	

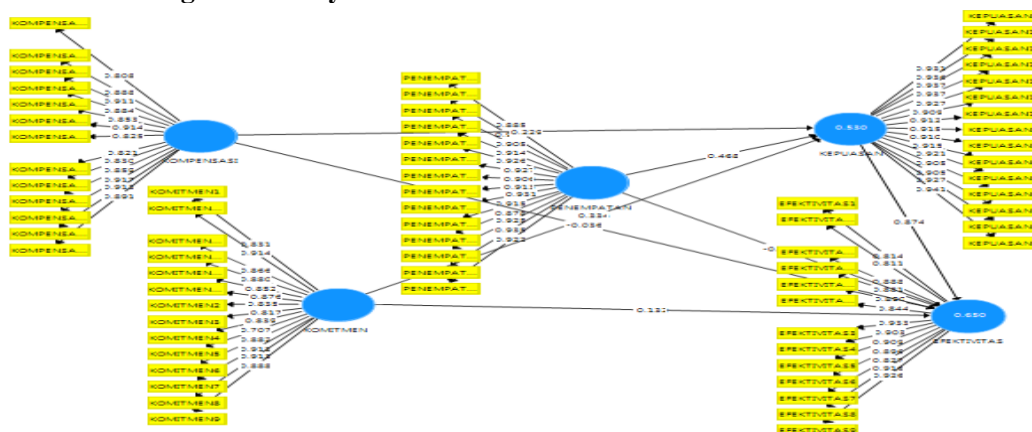
The data analysis technique in this study used Partial Least Squares (PLS), a second-generation multivariate analysis using structural equation modeling (SEM). PLS can be used for small sample sizes, and larger sample sizes will certainly improve estimation precision. PLS does not require assumptions about normal data distribution. The construct can be a reflective or formative model. The maximum number of indicators is also quite large, at 1,000.

RESULTS AND DISCUSSION

1. Measurement Model (Outer Model)

The analysis of the measurement model (Outer Model) aims to evaluate the validity (accuracy) and reliability (reliability) of a construct of the variables studied, namely, among others: (1) Convergent Validity (Convergent Validity / Average Variance Extracted / AVE), and (2) Discriminant Validity and (3) Internal Consistency (Internal consistency / composite reliability).

1.1. Convergent Validity



Convergent validity is the extent to which a measurement positively correlates with alternative measurements of the same construct. Whether an indicator or statement item is considered valid or not can be seen from the outer loading value of each item. If the outer loading value is >0.7 , then the indicator is valid, and conversely, if the outer loading value is <0.7 , the indicator is invalid (Jogiyanto, 2009). The results of the outer model test showing the outer loading value using Smart PLS can be seen in Figure 4.6 below:

Figure 4.6 Outer Model Test Results

The image above shows that all variables have a value greater than 0.7, so they meet the criteria.

Furthermore, convergent validity was tested using the Average Variance Extracted (AVE) value. The variables in this study already had an AVE value > 0.5 . The AVE values in the model can be seen in Table 4.7 below.

Table 4.7 Average Variance Extracted (AVE) Value

Variables	AVE value
(X1) Compensation	0.759
(X2) Job placement	0.835
(X3) Organizational Commitment	0.739
(Z) Job satisfaction	0.850
(Y) Work Effectiveness	0.776

Source: Data processed with SmartPLS 4 (2025)

Thus, it can be concluded that based on the outer loading and Average Variance Extracted (AVE) values, the research data has met the convergent validity requirements.

1.2. Discriminant Validity

In discriminant validity, the cross loading factor value is used which is useful to determine whether the construct has adequate discriminant, with the provision that the loading value on the intended construct is greater than the other values and the standard value for each construct is greater than 0.7. can be seen in the following table 4.8:

Table 4.8
Outer Loading Value

	OAK	KK	KO	KOM	PK
EK1	0.814				
EK2	0.811				
EK3	0.888				
EK4	0.881				
EK5	0.890				
EK6	0.844				
EK7	0.933				
EK8	0.903				
EK9	0.909				
EK10	0.896				
EK11	0.827				
EK12	0.916				
EK13	0.926				
KK1		0.931			
KK10		0.936			
KK11		0.937			

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KK12		0.937			
KK13		0.927			
KK14		0.909			
KK15		0.912			
KK2		0.915			
KK3		0.910			
KK4		0.915			
KK5		0.921			
KK6		0.905			
KK7		0.905			
KK8		0.927			
KK9		0.941			
KO1			0.831		
KO10			0.914		
KO11			0.866		
KO12			0.880		
KO13			0.852		
KO14			0.876		
KO2			0.835		
KO3			0.817		
KO4			0.839		
KO5			0.707		
KO6			0.882		
KO7			0.912		
KO8			0.913		
KO9			0.888		
KOM1				0.808	
KOM11				0.888	
KOM12				0.911	
KOM13				0.884	
KOM14				0.853	
KOM15				0.914	
KOM2				0.825	
KOM3				0.821	
KOM4				0.830	
KOM5				0.859	
KOM6				0.917	
KOM7				0.913	
KOM8				0.891	
PK1					0.885
PK10					0.908
PK11					0.905

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PK12					0.914
PK13					0.926
PK14					0.927
PK2					0.906
PK3					0.913
PK4					0.931
PK5					0.915
PK6					0.878
PK7					0.925
PK8					0.935
PK9					0.922

Source: Data processed with SmartPLS 4 (2025)

The table shows that all items have a construct standard value of more than 0.7, and the loading values for all targeted constructs are greater than the other values. This indicates that all manifest variables are valid and can explain their latent variables. They also meet the requirements for discriminant validity. The cross-loading values exceed 0.7, so retesting is unnecessary. (Jogiyanto, 2009).

1.3. Reliability Test

Composite reliability and Cronbach's alpha are used in reliability testing. The reliability of indicators in a variable is assessed using composite reliability and Cronbach's alpha. If the composite reliability and Cronbach's alpha values are greater than 0.7, then the variable can be considered to meet both requirements. The composite reliability values for each variable are shown in Table 4.9 below.

Table 4.9 Composite Reliability Value

Variables	Mark <i>Composite Reliability</i>
(X1) Compensation	0.976
(X2) Job placement	0.986
(X3) Organizational Commitment	0.977
(Z) Job satisfaction	0.988
(Y) Work Effectiveness	0.978

Source: Data processed with SmartPLS 4 (2025)

The composite reliability value shown in the table above meets the requirement of more than 0.7. Reliability testing is also seen from the Cronbach's alpha value presented in Table 4.10 below.

Table 4.10 Cronbach's Alpha Value

Variables	Mark <i>Cronbach's Alpha</i>
(X1) Compensation	0.973
(X2) Job placement	0.985
(X3) Organizational Commitment	0.973
(Z) Job satisfaction	0.976
(Y) Work Effectiveness	0.987

Source: Data processed with SmartPLS 4 (2025)

Mark *Cronbach's Alpha* The table above shows a value above 0.7 which proves that the measurements in this study are reliable.

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2. *Evaluation Of Structural Model (Inner Model)*

To examine the direct and indirect influences between variables, a structural model test or inner model evaluation is performed. This begins with the R-square value, followed by model fit, path coefficients, and then specific indirect effects.

2.1. *R-square value*

The R Square or Determinant Coefficient value (the magnitude of the influence) and Q2 Predictive Relevance or how good the observation value is can be seen in Table 4.11 below:

Table 4.11R-Squares

	<i>R Square</i>	<i>R Square Adjusted</i>
Job Satisfaction (Z)	0.834	0.850
Work Effectiveness (Y)	0.731	0.730

Source: Data processed with SmartPLS 4 (2025)

The table above shows that the R Square value of Job Satisfaction (Z)0.834This means that the Job Satisfaction variable (Z) is 83.4% influenced by Compensation (X1), Job Placement (X2) and Organizational Commitment (X3), while 16.6% is influenced by other factors outside the variables studied. The R Square value of Work Effectiveness (Y) is 0.731, meaning that the Work Effectiveness variable (Y) is 73.1% influenced by the Compensation (X1), Job Placement (X2), Organizational Commitment (X3) and Job Satisfaction (Z) variables, while 26.9% is influenced by other factors outside the variables studied. The R Square value of Organizational Culture (Z) is 0.834, greater than 0.67, meaning that the model is good. While the R Square value of Work Effectiveness (Y) is 0.731, greater than 0.67, meaning that the model is good.

2.2. *Fit Model*

Model fit, or the model's accuracy with the data, is a measure of how well a developed model explains the data. Model fit can be seen in the Normed Fit Index (NFI) value. NFI values, ranging from 0 to 1, are derived from a comparison between the hypothesized model and a specific independent model. A model has a high fit if the value is close to 1. In this study, the NFI values can be seen in Table 4.12 below.

Table 4.12Fit Model

	<i>Saturated Model</i>	<i>Estimated Model</i>
SRMR	0.068	0.068
d_ ULS	0.792	0.792
d_ G	0.288	0.288
Chi-Square	218,865	218,865
NFI	0.820	0.820

Source: Data processed with SmartPLS 4 (2024)

The table above shows that the NFI value for this model is 0.820. This means that this research model has an 82.0% fit.

2.3. *T-Statistic (Bootstrapping)*

The bootstrapping method in SmartPLS 4 can be continued if the previous data has met the measurement requirements. The bootstrapping method is a procedure for taking new samples by repeatedly taking N new samples from the original data of size n, where it is done for a new sample by taking sample points from the original data one by one up to n times with the taking of(Efron & Tibshirani, 1994). For the results of the t-statistic (*bootstrapping*) can be seen in Table 4.13 below.

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Table 4.13 T-Statistics (Bootstrapping)

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics</i>	<i>P Values</i>
X1 -> Y	0.357	0.334	0.128	4,827	0,000
X2-> Y	0.09	0.139	0.071	1,535	0.263
X3-> Y	0.231	0.231	0.076	3,051	0.002
X1 -> Z	0.33	0.335	0.074	4,431	0,000
X2 -> Z	0.362	0.451	0.099	4,636	0,000
X3 -> Z	0.241	0.242	0.063	3,039	0.003
Z -> Y	0.982	0.879	0.086	10,196	0,000
X1 -> Z -> Y	0.214	0.363	0.071	2,740	0.006
X2 -> Z-> Y	0.075	0.089	0.056	1,152	0.126
X3 -> Z -> Y	0.388	0.289	0.064	4,479	0,000

Source: Data processed with SmartPLS 4 (2024)

Based on the data analysis, the results of the hypothesis test are as follows:

1. Compensation on Work Effectiveness: Path coefficient = 4.827 < T-Table = 1.982 with p value 0.000 < 0.05, meaning that the influence of Compensation on Work Effectiveness is significant.
2. Job Placement on Work Effectiveness: Path coefficient = 1.535 < T-Table = 1.982 with p value 0.263 > 0.05, meaning that the influence of Job Placement on Work Effectiveness is not significant.
3. Organizational Commitment to Work Effectiveness: Path coefficient = 3.051 > T-Table = 1.982 with p value 0.002 < 0.05, meaning that the influence of Organizational Commitment to Work Effectiveness is significant.
4. Compensation on Job Satisfaction: Path coefficient = 4.431 > T-Table = 1.982 with p value 0.000 < 0.05, meaning that the influence of Compensation on Work Effectiveness is significant.
5. Job placement on Job Satisfaction: Path coefficient = 4.636 > T-Table = 1.982 with p value 0.007 < 0.05, meaning that the influence of Job Placement on Job Satisfaction is significant.
6. Organizational Commitment to Job Satisfaction: Path coefficient = 3.039 > T-Table = 1.982 with p value 0.003 < 0.05, meaning that the influence of Organizational Commitment to Job Satisfaction is significant.
7. Job Satisfaction on Work Effectiveness: Path coefficient = 10.196 > T-Table = 1.982 with p value 0.000 < 0.05, meaning that the influence of Job Satisfaction on Work Effectiveness is significant.
8. Compensation on Work Effectiveness mediated by Job Satisfaction: Path coefficient = 2.740 > T-Table = 1.982 with p value 0.006 < 0.05, meaning that the influence of Compensation on Work Effectiveness mediated by Job Satisfaction is significant.
9. Job Placement on Work Effectiveness mediated by Job Satisfaction: Path coefficient = 1.152 < T-Table = 1.982 with p value 0.126 > 0.05, meaning that the influence of Job Placement on Work Effectiveness mediated by Job Satisfaction is not significant.
10. Organizational Commitment to Work Effectiveness Mediated by Job Satisfaction: Path coefficient = 0.4479 > T-Table = 1.982 with p value 0.598 > 0.05, meaning that the influence of Job Placement on Work Effectiveness Mediated by Job Satisfaction is significant.

CLOSING

This study revealed that the employees of the Functional Equivalency Officers at the Bintan Regency Government. After careful examination, it can be seen that job placement does not have a significant influence on work effectiveness, either directly. Even though the job placement is in accordance with the educational background of the employees. Functional Equivalency Officer at the Bintan Regency Government. Therefore, it is necessary to increase employee capacity in the form of education and training to improve employee competence so that employees work better and more effectively. On the other hand, the compensation and commitment of the Organization of Functional Equivalency Officer at the Bintan Regency Government proven to have a significant influence on work effectiveness, indicating that employees of the Functional Equivalency Officer are still given fair and appropriate compensation or rewards, both financial and non-financial, according to the employee's contribution and type of work to encourage employee job satisfaction and motivate employees to work better and

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more effectively. Organizational commitment has a significant influence because the Functional Equivalency employees feel they still have a high level of commitment and feel morally bound and feel they have the same goals as the organization and likewise the organization where they are placed has a clear commitment, vision and mission, goals and objectives and is in line with the type of work carried out by the functional equivalency officials.. Therefore, efforts to increase the effectiveness of the work of the Functional Equivalency Officer at the Bintan Regency Government It may be more effective if it is focused on job placement that is appropriate to the educational background that is possessed and must also be in accordance with the job analysis that has been prepared by the personnel department.

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