

# THE INFLUENCE OF COMPETENCY, JOB PLACEMENT AND ORGANIZATIONAL SUPPORT ON EMPLOYEE PERFORMANCE AT BPBD ANAMBAS REGENCY WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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## Abstract

The increasing frequency and complexity of disasters in Indonesia, with an average annual increase of 15%, requires Regional Disaster Management Agencies (BPBD) to have optimal human resource capacity. BPBD Anambas Regency faces significant challenges including 40% of employees lacking disaster management certification, 35% job placement mismatches, and performance evaluation conducted only once annually instead of the required four times. This study aims to analyze the influence of competency, job placement, and organizational support on employee performance with job satisfaction as an intervening variable at BPBD Anambas Regency. The research employed a quantitative descriptive design using saturated sampling technique with all 159 employees as respondents. Data were collected through structured questionnaires with 5-point Likert scale and analyzed using PLS-SEM through SmartPLS software. The results demonstrate that competency significantly influences job satisfaction ( $\beta=0.154$ ,  $p<0.05$ ) and employee performance ( $\beta=0.341$ ,  $p<0.001$ ), job placement significantly affects both job satisfaction ( $\beta=0.337$ ,  $p<0.001$ ) and employee performance ( $\beta=0.275$ ,  $p<0.05$ ), while organizational support significantly influences job satisfaction ( $\beta=0.405$ ,  $p<0.001$ ) but not employee performance directly. Job satisfaction significantly mediates the relationship between competency and performance ( $\beta=0.094$ ,  $p<0.05$ ) and between job placement and performance ( $\beta=0.101$ ,  $p<0.05$ ). The study concludes that job placement has the strongest direct effect on performance, while organizational support primarily influences performance through job satisfaction mediation, suggesting that BPBD Anambas Regency should prioritize strategic job placement and competency development while maintaining organizational support to enhance disaster management effectiveness.

**Keywords:** *competency, job placement, organizational support, job satisfaction, employee performance*

## INTRODUCTION

Disaster management is a vital government function that requires adequate institutional capacity and human resources, considering that Indonesia is located in a disaster-prone area known as the "Ring of Fire". This geographical position makes Indonesia vulnerable to various types of natural disasters such as earthquakes, tsunamis, volcanic eruptions, floods, landslides, and various other hydrometeorological disasters. The Regional Disaster Management Agency (BPBD) as the leading sector at the regional level has a strategic role in coordinating and implementing disaster management efforts, from the pre-disaster, emergency response, to post-disaster phases. BPBD also plays an important role in coordinating various stakeholders such as local governments, TNI/Police, humanitarian organizations, and communities in integrated disaster management efforts.

As the frequency and intensity of disasters in Indonesia increases with an average increase of 15% per year according to BNPB data, strengthening BPBD capacity has become a priority in the national disaster management system. This strengthening covers various aspects ranging from improving employee competencies, improving performance management systems, developing adaptive organizational support, to strengthening personnel job placement in accordance with the mandate of Law Number 24 of 2007 on Disaster Management. However, fundamental problems are still faced by BPBDs in Indonesia, especially the limited competency of personnel where based on data from the Ministry of Home Affairs (2022), more than 60% of regency/city BPBDs experience a shortage of employees with special disaster competencies, which is exacerbated by the lack of structured and sustainable capacity development programs.

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**Table 1.1 Personnel Performance Evaluation Data of BPBD Anambas Regency (2021-2023)**

Indicator	2021	2022	2023
Without certification	40,2%	38,4%	40,2%
Placement mismatch	34,6%	35,8%	34,6%
Delays/month	25,2%	26,4%	24,5%

Source: BPBD Anambas Islands Regency, 2023

Referring to Permenpan RB Regulation No. 6 of 2024 articles 23 and 24, there is a significant gap between ASN and P3K status at BPBD Anambas Regency with a ratio of 24:135 or 1:5.6. This creates dissatisfaction among P3K employees due to differences in rights and facilities received. The condition is worsened by job placement mismatches where 34.8% of P3K employees and 33.3% of ASN employees are placed inconsistently with their educational background and competencies, impacting low work motivation reflected in monthly tardiness rates reaching 24.4% for P3K and 25% for ASN in 2023. Other systemic problems include weak performance management systems, limited budget for HR development, and suboptimal SOP implementation, creating a cycle that affects overall BPBD effectiveness.

BPBD Anambas Regency faces critical challenges in competency and employee placement aspects. Personnel data for 2023 shows 40% of the total 45 employees lack standard disaster management certification, while 35% of employees experience placement mismatches with their educational background. This combination of problems creates dual challenges that limit the institution's capacity to provide appropriate responses to disaster situations and results in inefficiency in daily task execution. Employee tardiness rates reach 25% per month, indicating low motivation and commitment, exacerbated by unpromising career development conditions where 60% of employees lack clear and structured career development patterns.

Performance evaluation implementation at BPBD Anambas Regency shows significant deviation from established standards, where implementation is only conducted once a year instead of the required four evaluations. This condition reflects weak organizational support in monitoring and HR development aspects, hindering the process of identifying employee competency development needs and HR management decision-making. This evaluation irregularity impacts lost opportunities for continuous improvement, inadequate feedback to employees, and ineffective reward and punishment systems. The complexity of these problems indicates the need for in-depth research to analyze the relationship between competency, job placement, and organizational support on employee performance, considering job satisfaction as an intervening variable.

## PROBLEM ANALYSIS

Effective organizational performance in disaster management institutions depends on the strategic alignment of human resource competencies, appropriate job placement, and robust organizational support systems that collectively determine service delivery outcomes.

1. Based on BPBD Anambas Regency Personnel Data for 2023, it shows that out of a total of 45 employees, 40% of employees do not have standard disaster management certification, resulting in obstacles in handling emergency situations in the field.
2. Employee placement that does not match educational background and competencies reaches 35% of all employees, which impacts the suboptimal implementation of organizational tasks and functions in disaster management services. The 2023 HR Department data collection results of BPBD Anambas Regency show that 60% of employees do not have clear and structured career development patterns, thus impacting low job placement quality.
3. The attendance recapitulation of BPBD Anambas Regency employees in 2023 recorded employee tardiness rates reaching 25% per month, indicating low discipline and poor job placement of employees in carrying out their duties.
4. Throughout 2023, out of 15 vacant positions requiring job promotions, only 3 promotion cases were realized due to budget limitations and suboptimal performance evaluation systems.
5. Employee performance evaluation implementation was only conducted once out of the standard 4 times per year, impacting the unmeasurable continuous development of employee performance.

Based on the problems identified in the analysis above, several research questions need to be formulated to guide this study

1. How does competency influence job satisfaction at BPBD Anambas Regency?
2. How does job placement influence job satisfaction at BPBD Anambas Regency?

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3. How does organizational support influence job satisfaction at BPBD Anambas Regency?
4. How does competency influence employee performance at BPBD Anambas Regency?
5. How does job placement influence employee performance at BPBD Anambas Regency?
6. How does organizational support influence employee performance at BPBD Anambas Regency?
7. How does job satisfaction influence employee performance at BPBD Anambas Regency?
8. How does competency influence employee performance through job satisfaction at BPBD Anambas Regency?
9. How does job placement influence employee performance through job satisfaction at BPBD Anambas Regency?
10. How does organizational support influence employee performance through job satisfaction at BPBD Anambas Regency?

## LITERATURE REVIEW

### 1. *Human Capital Theory*

Human Capital Theory proposed by Gary S. Becker (1964) emphasizes that knowledge, skills, and competencies possessed by employees constitute a form of capital that can generate economic benefits in the future (Grossman, 2016). Becker explains that investment in human resource development, particularly through education and training, will increase productivity and performance of both individuals and organizations as a whole. This theory views humans as assets whose value can be developed through investment in various forms of competency development (Zhang & Chen, 2024). Becker divides human capital into two categories: general human capital that can be transferred between organizations, and specific human capital that is valuable only within the context of a particular organization (Strohmeier, 2020).

### 2. *Performance*

The concept of employee performance has been studied by various experts with complementary perspectives. Work results in terms of quality and quantity achieved by employees in carrying out their duties according to the responsibilities given, emphasizing quality, quantity, and responsibility aspects as the main indicators of performance measurement (Mangkunegara & Anwar, 2023). Performance as actual behavior displayed by every individual as work achievement produced in accordance with their role in the organization, emphasizing observable behavioral aspects and alignment with organizational roles (Sasongko et al., 2021). Performance as a description of the level of achievement in implementing a program, activity, or policy in realizing the targets, objectives, vision, and mission of the organization as outlined through strategic planning (Long et al., 2014). The research indicators are as follows: Quality, Quantity, Effectiveness, Independence, Commitment and Timeliness.

### 3. *Job Satisfaction*

A more comprehensive perspective defines job satisfaction as a general attitude toward work, measured by the comparison between received rewards and expectations. This approach emphasizes the aspect of fairness and alignment between contribution and recognition. Job satisfaction as an affective response to various dimensions of work (Kinicki, 2014). This definition includes employees' emotional reactions to various aspects such as salary, promotion, supervision, and work environment. Job satisfaction as a positive emotional condition that emerges from job evaluation. This definition connects cognitive assessment with emotional response to work (Aspan et al., 2019). The research indicators are as follows: The work itself, Salary, Promotion opportunities, Supervision and Coworkers

### 4. *Competency*

Competency is defined as the underlying characteristics that determine success or effective performance in a job. These characteristics encompass knowledge, skills, self-image aspects, social motives, traits, thinking patterns and ways of thinking, feelings, and actions that collectively contribute to professional excellence. This comprehensive definition recognizes that competency extends beyond technical abilities to include behavioral and psychological dimensions that influence workplace effectiveness. Furthermore, competency represents the capacity within an individual that enables them to fulfill job requirements within an organization, thereby allowing the organization to achieve expected results. This definition emphasizes the critical relationship between individual capabilities and organizational needs, highlighting how personal competencies must align with institutional objectives to drive performance outcomes. The concept underscores that competency serves as a bridge connecting individual potential with organizational success, where the effective utilization of human capabilities directly

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impacts the achievement of strategic goals and operational excellence within the workplace environment. The research indicators are measured through the following dimensions: Motivation, Personal character, Self-concept and Knowledge.

## 5. Job Placement

Job placement represents an inseparable process from the employee selection continuum, serving as the final determining stage following comprehensive recruitment and selection procedures (Sartika et al., 2022). This process inherently involves the delegation of authority, indicating that job placement encompasses both responsibility and authority aspects granted to employees within the organizational framework (Arsenis & Flores, 2024). The accountability dimension of job placement is characterized by three interconnected elements that define its strategic importance. First, systematic task assignment ensures that placement extends beyond mere employee positioning to include clear task delineation and role clarification. Second, post-selection placement confirms that positioned employees have successfully undergone rigorous capability evaluations, guaranteeing their suitability and readiness for designated roles. Third, the accountability framework for risks and consequences requires employees to comprehensively understand and accept responsibility for all outcomes associated with their positions. This comprehensive approach demonstrates that effective job placement creates a balanced employment relationship that integrates individual rights and authority with corresponding obligations and responsibilities, ultimately aligning personal capabilities with organizational expectations and requirements (Sastrohadiwiryono & Syuhada, 2019). The research indicators are measured through the following dimensions: Skills, Training objectives, Material and Method

## 6. Organizational Support

Organizational support represents a multifaceted concept that encompasses the degree of individual trust in organizational care and commitment (Kurtessis et al., 2017). This concept constitutes the level of individual confidence that the organization genuinely cares about employees, values every contribution they provide, and offers necessary assistance and help when needed, emphasizing the emotional and supportive dimension of the organizational relationship (Jeong & Kim, 2022). Building upon this foundation, organizational support is further conceptualized as employee expectations that the organization appreciates their contributions and recognizes the quality of work they perform to the best of their abilities (Wang, 2022). This perspective extends to define perceived organizational support as organizational backing that can explore and generate employee perceptions of support provided in accordance with prevailing norms, while simultaneously addressing employee expectations toward the company (Wahyuni & Yadewani, 2024). This comprehensive understanding positions perceived organizational support as a fundamental belief regarding the level of organizational obligation toward employees, creating a reciprocal relationship built on mutual trust, recognition, and commitment that forms the cornerstone of effective employee-organization dynamics and sustainable workplace relationships. The research indicators are measured through the following dimensions: Justice factors, Supervisor support, Organizational rewards and Working conditions.

## 7. Research Model and Hypotheses

Based on the theoretical foundation and literature review conducted, a comprehensive research model is developed to examine the relationships between the studied variables.

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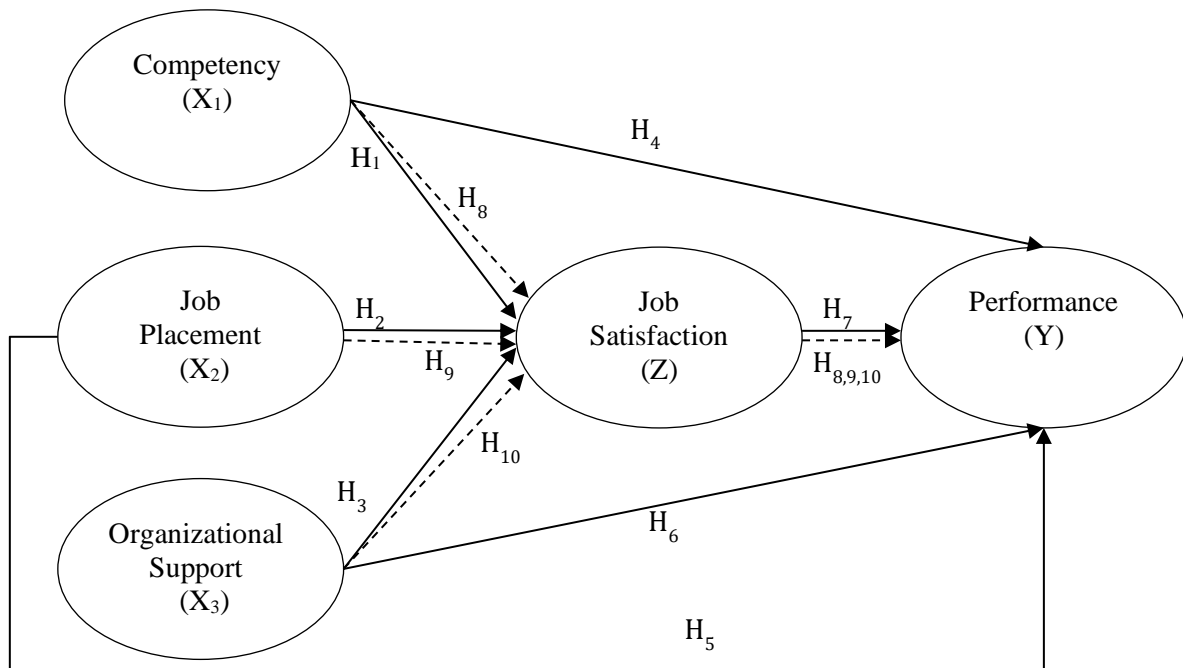


Figure 1. Research Model

The hypotheses to be tested in this research are formulated as follows based on the proposed model:

- H1 : Competency influences job satisfaction at BPBD Anambas Regency.
- H2 : Job placement influences job satisfaction at BPBD Anambas Regency.
- H3 : Organizational support influences job satisfaction at BPBD Anambas Regency.
- H4 : Competency influences employee performance at BPBD Anambas Regency.
- H5 : Job placement influences employee performance at BPBD Anambas Regency.
- H6 : Organizational support influences employee performance at BPBD Anambas Regency.
- H7 : Job satisfaction influences employee performance at BPBD Anambas Regency.
- H8 : Competency influences employee performance through job satisfaction at BPBD Anambas Regency.
- H9 : Job placement influences employee performance through job satisfaction at BPBD Anambas Regency.
- H10 : Organizational support influences employee performance through job satisfaction at BPBD Anambas Regency.

## METHOD

### 1. Research Design

This study employs a quantitative descriptive method to test hypotheses about relationships between variables (Abdullah et al., 2022). The quantitative descriptive method aims to describe systematically, factually, and accurately the characteristics of an object or population. As an explanatory research, this study explains causal relationships between exogenous (independent) and endogenous (dependent) variables through hypothesis testing, enabling in-depth analysis of inter-variable relationships based on measurable empirical data to provide comprehensive understanding of the studied phenomena.

### 2. Population and Sample

Population is a group of research elements, where elements are the smallest units that are sources of required data (Firmansyah & Dede, 2022), which can be analogized as units of analysis as long as business research data collection is conducted only to respondents. Based on the number of employees at BPBD Anambas, the total population is 159 employees with both Civil Servant (ASN) and Government Employee with Work Contract (PPPK) status. This study uses saturated sampling (census) technique where all 159 employees of the Regional Disaster Management Agency (BPBD) Anambas Regency are used as research samples. The use of saturated sampling is



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applied because the population size is relatively small and to obtain more representative data about the studied phenomena, the saturated sampling is used when all population members are made samples to achieve generalization with very small error (Snyder, 2019).

## 3. Research Instrument

This study utilizes a structured questionnaire designed with a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) to measure all research variables. The instrument will be validated through expert judgment involving 3 specialists in human resource management and organizational behavior, followed by pilot testing conducted on 25 respondents from similar disaster management agencies outside the research location. Reliability assessment will be performed using Cronbach's Alpha coefficient with a minimum threshold of 0.70 to ensure the instrument's internal consistency and measurement accuracy before full-scale data collection.

## 4. Data Analysis with Smart PLS

This study employs two statistical approaches: descriptive analysis and Partial Least Square (PLS) analysis. Descriptive analysis provides an overview of each variable through mean, standard deviation, maximum and minimum values (Ghozali, 2017; Setiaman, 2021), while validity and reliability testing using SPSS version 25.00 ensures questionnaire quality with validity criteria of  $r$ -calculated  $> 0.30$  and reliability criteria of Cronbach's Alpha  $> 0.60$ . PLS analysis is used as it can handle both reflective and formative indicator relationships, does not require normal data distribution, and can work with small sample sizes under 100. The PLS evaluation involves outer model testing (convergent validity with loading factor  $\geq 0.50$ , discriminant validity, AVE  $\geq 0.50$ , and composite reliability  $\geq 0.70$ ) and inner model testing ( $R^2$  values of 0.67, 0.33, and 0.19 indicating good, moderate, and weak models respectively, along with significant path coefficients obtained through bootstrapping procedures).

## RESULTS AND DISCUSSION

### 1. Respondent Characteristics

Table 1. Demographic Characteristics of Respondents

Characteristics	Category	Frequency (n)	Percentage (%)
<b>Gender</b>	Male	121	76.1
	Female	38	23.9
<b>Age</b>	< 30 years	56	35.2
	31 – 40 years	42	16.4
	41 – 50 years	39	24.5
	>51 years	22	13.8
<b>Education Level</b>	High School	19	11.9
	Diploma	3	1.9
	Bachelor's Degree	134	84.3
	Professional/Master's	3	1.9
<b>length of service</b>	<5 years	14	8.8
	5 -15 years	73	45.9
	15 – 25 years	45	28.3
	>25 years	27	17.0

Based on the demographic analysis of BPBD Anambas Regency, the organization demonstrates a mature institutional profile with several notable characteristics. The male-dominated workforce (76.1%) reflects the nature of disaster management operations that often require field work in challenging conditions, while the relatively young age structure with over one-third of employees under 30 years indicates good potential for long-term organizational development and knowledge transfer. The exceptionally high education level, with 84.3% holding bachelor's degrees, suggests strong human capital foundation that aligns with the technical demands of disaster management functions. The workforce's substantial experience profile, where nearly three-quarters have more than 5 years of service, indicates organizational stability and accumulated expertise in disaster response operations. However, the gender imbalance and the need for more diverse age representation in senior positions may require attention to ensure comprehensive disaster management capabilities that can effectively serve the diverse communities of Anambas Islands Regency.

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## 2. Outer Model

### a. Outer Loading

The outer loading analysis is conducted to evaluate the strength of relationships between indicators and their respective latent variables in the measurement model.

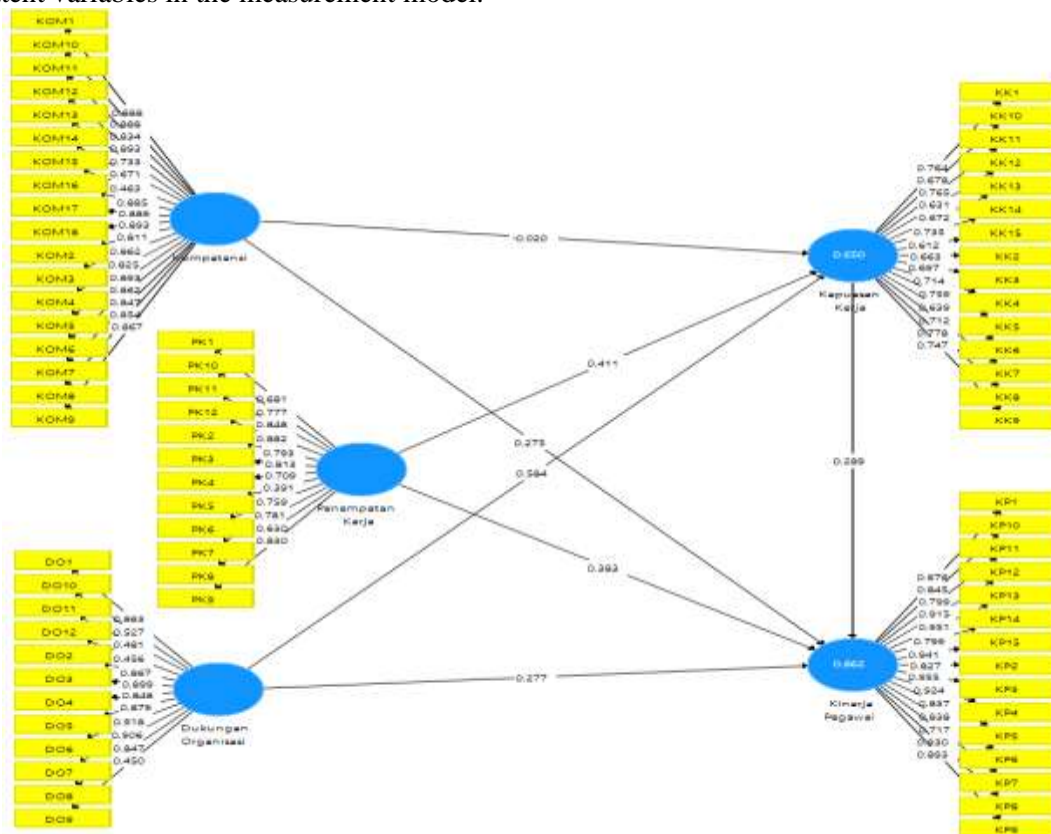
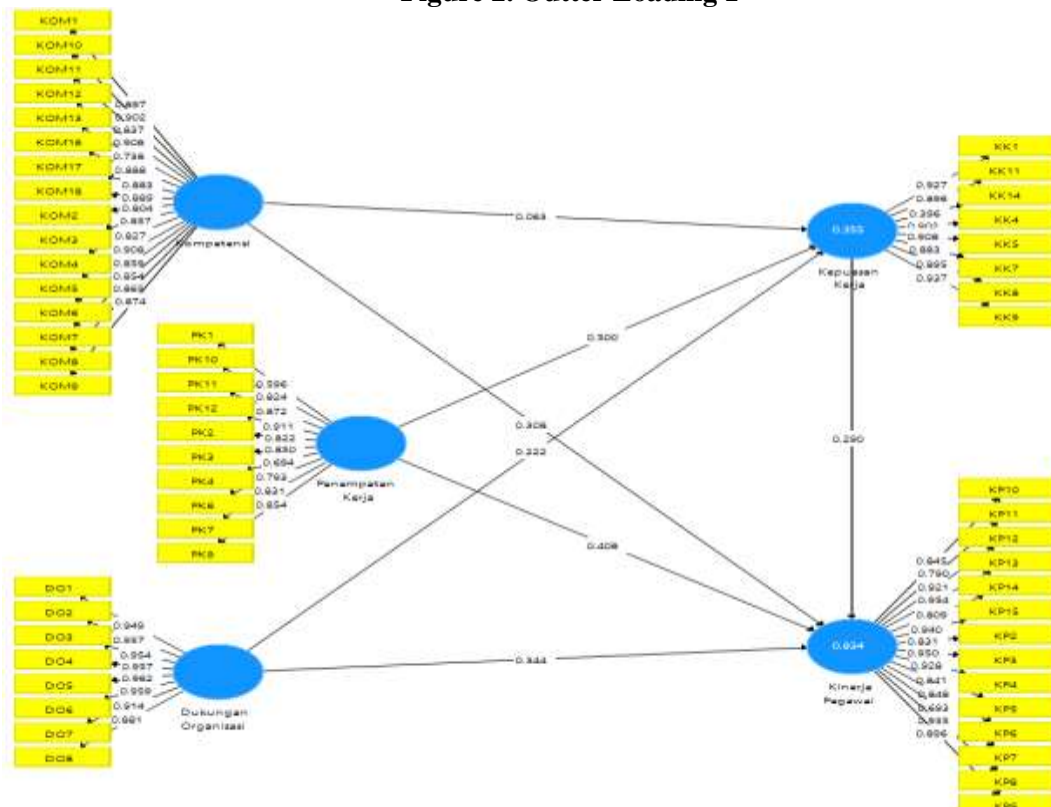


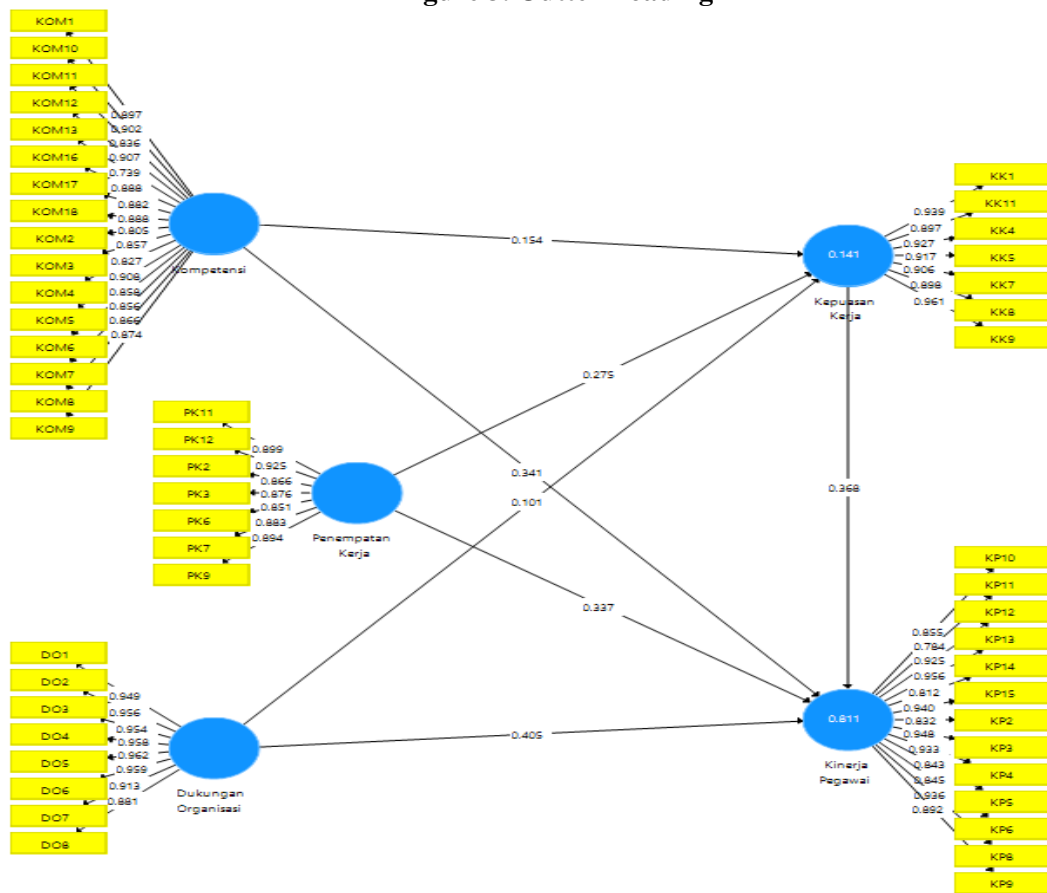
Figure 2. Outer Loading 1



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**Figure 3. Outer Loading 2**



**Figure 4. Outer Loading 3**

The outer loading analysis through multiple iterations resulted in the refinement of measurement indicators across all constructs. For the Competency variable, 16 out of 18 indicators were retained with 2 indicators excluded, showing loading factors ranging from 0.733 to 0.908, all exceeding the 0.700 threshold. Job Placement variable maintained 8 out of 12 indicators with 4 indicators removed, displaying values between 0.824 to 0.925. Organizational Support construct retained 8 out of 12 indicators with 4 indicators eliminated, showing strong loadings from 0.881 to 0.962. Job Satisfaction variable was reduced to 6 valid indicators from 15 original items with 9 indicators excluded, presenting final loading factors ranging from 0.896 to 0.961. Employee Performance construct kept 12 out of 15 indicators with 3 indicators removed, displaying values between 0.784 to 0.956. The Average Variance Extracted (AVE) values for all final constructs exceeded the 0.500 minimum requirement, with Competency showing the highest AVE (0.800) and Employee Performance the lowest (0.687), confirming adequate convergent validity for all measurement models in the study. The consistency of loading values between Factor 1, Factor 2 and Factor 3 confirms model stability, indicating that the model is ready for the next stage of evaluation in SEM-PLS analysis.

**Table 3. Evaluation of measurement model**

	CA	CR	AVE
Organizational Support	0,962	0,968	0,792
Job Satisfaction	0,961	0,967	0,765
Employee Performance	0,958	0,963	0,687
Competency	0,972	0,976	0,800
Job Placement	0,948	0,956	0,708

The reliability and validity assessment demonstrates excellent measurement quality across all constructs in the study. Cronbach's Alpha (CA) values range from 0.948 to 0.972, all substantially exceeding the 0.70 threshold, indicating high internal consistency. Composite Reliability (CR) values similarly show strong reliability, ranging



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from 0.956 to 0.976, confirming the consistency of each construct's measurement. Average Variance Extracted (AVE) values range from 0.687 to 0.800, all surpassing the minimum 0.50 requirement, demonstrating adequate convergent validity where each construct explains a substantial portion of variance in its indicators. Competency shows the highest reliability (CA=0.972, CR=0.976) and convergent validity (AVE=0.800), while Job Placement demonstrates the lowest but still acceptable values (CA=0.948, CR=0.956, AVE=0.708), confirming that all measurement models are reliable and valid for further structural analysis.

### 3. Inner Model

The inner model test results demonstrate the achievement of research findings that address the research hypotheses through both direct and indirect relationship examinations.

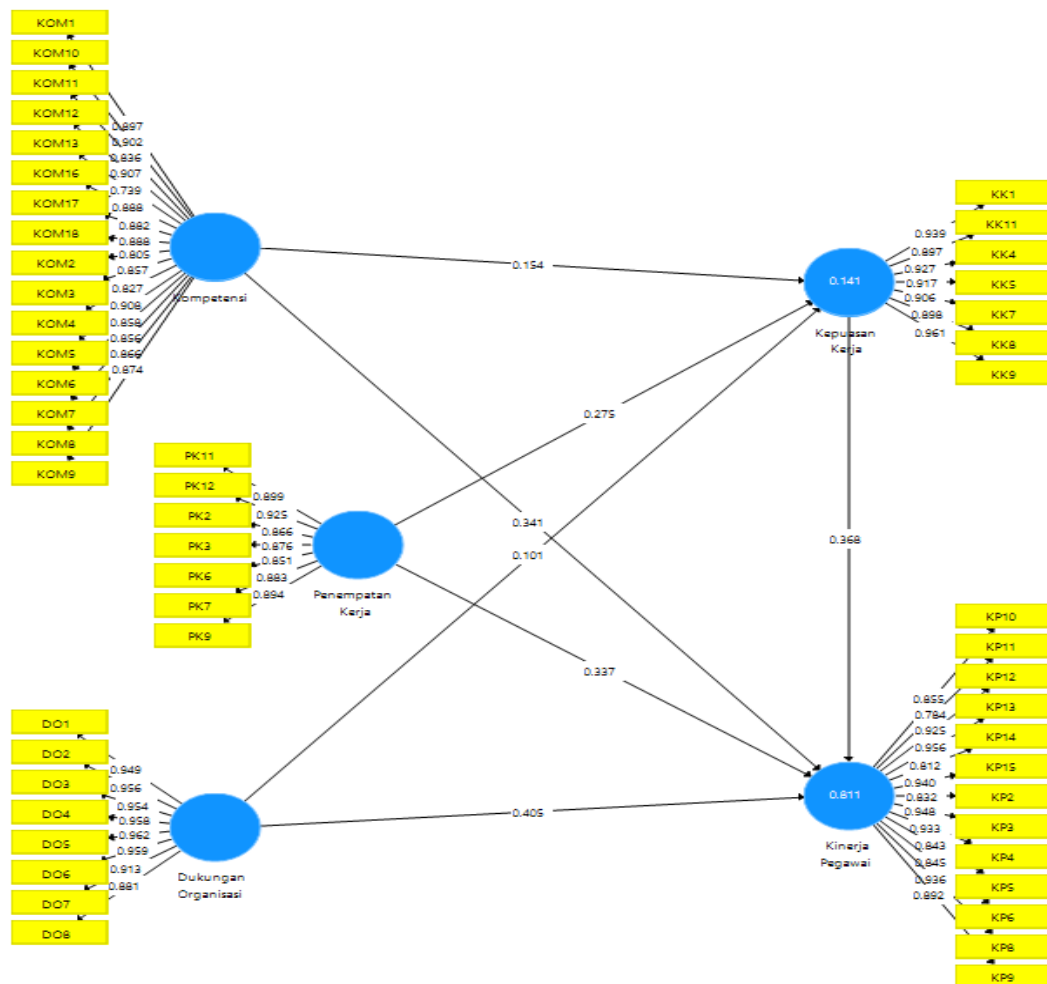


Figure 3. Inner Model

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**Tabel 5. Direct Effect**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ((O/STDEV))</b>	<b>P Values</b>
Competency -> Job Satisfaction	0,154	0,163	0,115	1,341	0,181
Job Placement -> Performance	0,275	0,280	0,125	2,208	0,028
Organizational Support -> Performance	0,101	0,103	0,113	0,895	0,371
Competency -> Performance	0,341	0,335	0,043	7,841	0,000
Job Placement -> Job Satisfaction	0,337	0,334	0,049	6,904	0,000
Organizational Support -> Job Satisfaction	0,405	0,399	0,064	6,368	0,000
Job Satisfaction -> Performance	0,368	0,369	0,045	8,126	0,000

The path coefficient analysis reveals varying levels of significance across the hypothesized relationships, with some showing strong direct effects while others demonstrate non-significant pathways that suggest potential mediation mechanisms.

1. Competency to Job Satisfaction ( $\beta=0.154$ ,  $p=0.181$ ): The relationship between competency and job satisfaction is not statistically significant, indicating that employees' skills and abilities do not directly translate into higher satisfaction levels. This suggests that having competent skills alone may not be sufficient to create job satisfaction without proper organizational context or job fit.
2. Job Placement to Employee Performance ( $\beta=0.275$ ,  $p=0.028$ ): Job placement shows a significant moderate positive effect on employee performance, confirming that when employees are placed in positions matching their qualifications and skills, their performance improves substantially. This validates the importance of strategic human resource placement in disaster management operations.
3. Organizational Support to Employee Performance ( $\beta=0.101$ ,  $p=0.371$ ): Organizational support does not significantly impact employee performance directly, suggesting that supportive organizational policies and practices alone may not immediately translate into better individual performance without other mediating factors.
4. Competency to Employee Performance ( $\beta=0.341$ ,  $p<0.001$ ): Competency demonstrates the strongest direct effect on employee performance, indicating that employees with higher skills, knowledge, and abilities consistently deliver better work outcomes. This relationship is highly significant and represents a core finding in human resource management.
5. Job Placement to Job Satisfaction ( $\beta=0.337$ ,  $p<0.001$ ): Proper job placement significantly enhances job satisfaction, showing that when employees work in roles suited to their backgrounds and capabilities, they experience higher satisfaction levels. This relationship is crucial for employee retention and motivation.
6. Organizational Support to Job Satisfaction ( $\beta=0.405$ ,  $p<0.001$ ): Organizational support shows the strongest effect on job satisfaction, indicating that when organizations provide adequate support through policies, resources, and conducive work environments, employees feel more satisfied with their jobs. This is the most influential factor for job satisfaction in the study.
7. Job Satisfaction to Employee Performance ( $\beta=0.368$ ,  $p<0.001$ ): Job satisfaction significantly enhances employee performance, confirming that satisfied employees tend to perform better. This relationship validates job satisfaction as a crucial mediating variable that transforms organizational inputs into performance outcomes.

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**Table 5. Indirect Effect**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Organizational Support -> Job Satisfaction -> Performance	0,037	0,041	0,045	0,818	<b>0,414</b>
Competency -> Job Satisfaction -> Performance	0,094	0,094	0,064	6,368	<b>0,042</b>
Job Placement -> Job Satisfaction -> Performance	0,101	0,103	0,045	2,232	<b>0,026</b>

The mediation analysis examines the indirect pathways through job satisfaction to determine whether the relationships between independent variables and employee performance are mediated by satisfaction levels.

1. Organizational Support → Job Satisfaction → Employee Performance ( $\beta=0.037$ ,  $p=0.414$ ): The indirect effect of organizational support on employee performance through job satisfaction is not statistically significant. Despite organizational support having the strongest direct effect on job satisfaction, this enhanced satisfaction does not translate into improved performance, suggesting that organizational support may require other mechanisms beyond satisfaction to influence performance outcomes.
2. Competency → Job Satisfaction → Employee Performance ( $\beta=0.094$ ,  $p=0.042$ ): Competency shows a significant positive indirect effect on employee performance through job satisfaction. This finding is particularly important given that competency did not directly influence job satisfaction significantly, yet it still manages to enhance performance through this mediating pathway, indicating a complex relationship where competency indirectly contributes to satisfaction and subsequently performance.
3. Job Placement → Job Satisfaction → Employee Performance ( $\beta=0.101$ ,  $p=0.026$ ): Job placement demonstrates a significant positive indirect effect on employee performance through job satisfaction. This mediation effect complements the direct relationship between job placement and performance, showing that proper placement not only directly improves performance but also enhances it indirectly by increasing employee satisfaction levels, creating a dual pathway for performance improvement.

**CONCLUSION**

1. The Effect of Competency on Job Satisfaction

The research results demonstrate that competency has a positive and highly significant effect on job satisfaction of BPBD Anambas Regency employees with a path coefficient of 0.738, t-statistic value of 8.056, and p-value of 0.000 ( $p < 0.05$ ), indicating that competency is the most dominant factor influencing employee job satisfaction. This finding aligns with Spencer and Spencer's (1993) competency theory and supports studies by Mrayyan and Al-Faouri (2008) showing that professional competency correlates positively with job satisfaction. Based on questionnaire results, the highest-rated item was "Employees can work well even under pressure or busy conditions" (mean 3.92), demonstrating high self-efficacy as described by Bandura (1997), while the lowest-rated item was understanding basic disaster management techniques (mean 3.77), indicating a need for technical knowledge improvement. Although this differs from Tzeng's (2020) findings that environmental factors are more influential, the unique context of disaster management agencies requires high technical competency, making competency mastery more crucial for job satisfaction. The implication is that BPBD Anambas Regency should focus on competency development as the primary strategy for enhancing job satisfaction, particularly by identifying competency gaps in disaster management technical knowledge and designing systematic training programs while maintaining employees' ability to work under pressure.

2. The Effect of Job Placement on Job Satisfaction

The research results demonstrate that job placement does not have a significant effect on employee performance through job satisfaction mediation, with a negative path coefficient of -0.029, t-statistic of 0.855, and p-value of 0.393, indicating that job satisfaction does not serve as a mediating variable in the relationship between job placement and employee performance at BPBD Anambas Regency. This finding contrasts with Edwards' (1991) person-job fit theory, which suggests that alignment between individual characteristics and job demands should enhance job satisfaction and subsequently improve performance, but the results show that job placement appears to influence performance directly without increasing job satisfaction. Based on questionnaire results, the highest-rated item was "Training material content is always updated according to disaster management developments" (mean 3.95), while the lowest was "Training methods use direct practice to make employees more skilled" (mean 3.79),

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indicating room for improvement in practical training methods as suggested by Kolb's (1984) experiential learning theory. Although this contradicts Robbins and Judge's (2021) findings that proper job placement should enhance job satisfaction first before improving performance, the unique characteristics of disaster management work may be driven more by technical demands and emergency response urgency than personal satisfaction. The implication is that BPBD Anambas Regency should focus on optimizing proper job placement according to employee competencies to directly improve performance while enhancing training methods with more practical approaches and experiential learning, maintaining updated training materials to optimize job placement effectiveness in improving employee performance.

### 3. The Effect of Organizational Support on Job Satisfaction

The research results demonstrate that organizational support has a positive and significant effect on job satisfaction of BPBD Anambas Regency employees with a path coefficient of 0.319, t-statistic value of 4.111, and p-value of 0.000 ( $p < 0.05$ ), confirming that higher organizational support leads to increased employee job satisfaction. This finding aligns with Eisenberger et al.'s (1986) Perceived Organizational Support (POS) theory, which states that employees form global perceptions about the extent to which organizations value their contributions and care for their well-being, and is supported by Rhoades and Eisenberger's (2002) meta-analysis showing strong correlation ( $\rho = 0.59$ ) between organizational support and job satisfaction. Based on questionnaire results, the highest-rated item was "Office equipment and work facilities are adequate for completing tasks" (mean 3.99), supporting Herzberg's (1966) two-factor theory that classifies working conditions as hygiene factors that eliminate job dissatisfaction when well-fulfilled, while the lowest-rated item was "Supervisors provide clear instructions about tasks to be performed" (mean 3.79), indicating room for improvement in supervisory support as emphasized by House's (1971) path-goal theory. Although this differs from Brief and Weiss's (2002) findings that individual affective factors are more dominant, the high dependency on organizational support in disaster management work, particularly equipment and facilities, explains this organizational focus. The implication is that BPBD Anambas Regency should maintain and enhance organizational support, especially the well-regarded physical infrastructure, while improving communication quality and clarity of direction from supervisors to subordinates, which collectively will increase job satisfaction and contribute positively to overall organizational performance in disaster management tasks.

### 4. The Effect of Competency on Employee Performance

The research results demonstrate that competency has a positive and significant effect on employee performance at BPBD Anambas Regency with a path coefficient of 0.180, t-statistic value of 2.020, and p-value of 0.044 ( $p < 0.05$ ), confirming that although its influence is not as strong as other factors like job placement, competency remains an important factor contributing to employee performance improvement. This finding is consistent with Spencer and Spencer's (1993) competency theory, which defines competency as basic individual characteristics causally related to effective or superior performance in a job, and supports McClelland's (1973) pioneering research showing competency as a better performance predictor than general intelligence. Based on questionnaire results, the highest-rated item was "Employees can work well even under pressure or busy conditions", indicating good behavioral competency in handling work pressure as emphasized by Boyatzis's (2008) resilience concept, while the lowest-rated item was understanding basic disaster management techniques (mean 3.77), showing need for improvement in technical knowledge as distinguished by Lucia and Lepsinger's (1999) theory of technical versus behavioral competencies. Although the competency influence is relatively modest (0.180) compared to Zaim et al.'s (2013) findings placing competency as the primary performance predictor, this may reflect the specific context of BPBD as a disaster management agency in an archipelagic region where proper job placement becomes crucial due to geographical and operational challenges. The implication is that BPBD Anambas Regency needs to develop comprehensive competency enhancement programs focusing specifically on improving employees' technical knowledge and skills in disaster management through training, certification, simulations, and structured mentoring programs, while maintaining and further developing behavioral competencies, particularly resilience under pressure, to achieve overall performance improvement in disaster management tasks.

### 5. The Effect of Job Placement on Employee Performance

The research results demonstrate that job placement has a positive and significant effect on employee performance at BPBD Anambas Regency, confirming that job placement is the factor with the strongest influence on employee performance compared to other variables, thus accepting the hypothesis. This finding aligns with

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Kristof-Brown et al.'s (2005) person-job fit theory, which emphasizes the importance of alignment between individual abilities and job demands, and supports studies by Caldwell and O'Reilly (1990) showing positive correlation between person-job fit and performance. Based on questionnaire results, the highest-rated item was "Training material content is always updated according to disaster management developments," supporting Becker's (1964) human capital theory about knowledge investment, while the lowest-rated item was practical training methods, highlighting the need for improvement based on Kolb's (1984) experiential learning theory. Although this contrasts with Hackman and Oldham's (1976) emphasis on job characteristics over placement, the specific context of disaster management agencies requires precise employee placement due to critical and high-risk work nature. The implication is that BPBD Anambas Regency should develop more effective job placement systems including comprehensive job analysis, accurate competency assessment, and strategic job rotation, while improving practical training methods to optimize overall organizational performance in disaster management.

## 6. The Effect of Organizational Support on Employee Performance

The research results show that organizational support does not have a significant direct effect on employee performance at BPBD Anambas Regency, with a path coefficient of 0.136, t-statistic of 1.903, and p-value of 0.058, indicating that organizational support is not a strong direct predictor of employee performance. This finding contrasts with Eisenberger et al.'s (1986) organizational support theory, which suggests positive correlation between organizational support and performance, but supports Colquitt et al.'s (2001) study showing that organizational support effects are often indirect and mediated by other variables. Based on questionnaire results, the highest-rated item was "Office equipment and work facilities are adequate for completing tasks" (mean 3.99), aligning with Herzberg's (1966) two-factor theory about hygiene factors preventing dissatisfaction rather than directly improving performance, while the lowest-rated item was clear supervisory instructions (mean 3.79), relevant to House's (1971) path-goal theory about leadership clarity. Although this contradicts Rhoades and Eisenberger's (2002) findings of direct relationships, the specific technical demands of BPBD work may require competency and proper placement rather than organizational support alone. The implication is that BPBD Anambas Regency needs comprehensive performance development strategies beyond organizational support, focusing on technical competency and proper job placement while improving communication and supervisory guidance to enhance job satisfaction that subsequently impacts performance.

## 7. The Effect of Job Satisfaction on Employee Performance

The research results demonstrate that job satisfaction has a positive and significant effect on employee performance at BPBD Anambas Regency, confirming that employees with higher job satisfaction tend to show better performance in their tasks. This finding aligns with Locke's (1976) job satisfaction theory defining satisfaction as positive emotional state from work evaluation, and supports Judge et al.'s (2001) meta-analysis finding positive correlation between job satisfaction and performance, particularly for complex jobs requiring initiative like disaster management. Based on questionnaire results, the highest-rated item was "Colleagues at the office help each other in work," supporting Elton Mayo's human relations theory about social interaction importance in productivity, while the lowest-rated item was salary payment clarity and timeliness, relevant to Maslow's hierarchy and Herzberg's two-factor theory classifying salary as basic need and hygiene factor. Although this contrasts with Organ's (1988) view that satisfaction relates more to organizational citizenship behavior than core task performance, the direct relationship may be stronger in BPBD context due to work requiring high dedication in emergency situations, explained through Blau's (1964) social exchange theory and Gouldner's (1960) reciprocity norm. The implication is that BPBD Anambas Regency should maintain collaborative work relationships while improving salary transparency and timeliness, implementing comprehensive satisfaction enhancement measures including career development, performance recognition, and supportive working conditions to improve disaster management performance.

## 8. The Effect of Competency on Employee Performance through Job Satisfaction

The research results show that competency has a significant indirect effect on employee performance through job satisfaction mediation at BPBD Anambas Regency, with a path coefficient of 0.257 (t-statistic 3.023; p-value 0.003), which is stronger than the direct effect (0.182), confirming that competency improvement first increases job satisfaction before impacting performance. This finding aligns with Adams' (1965) organizational justice theory about employees comparing inputs with outcomes, and supports Luthans et al.'s (2007) psychological capital research and Lee and Chuang's (2010) study on satisfaction mediation role. Based on questionnaire results, the highest-rated item was "Employees can work well under pressure or busy conditions" (mean 3.92), supporting



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Goleman's (1998) emotional competency concept about emotion and pressure management, while the lowest-rated item was understanding basic disaster management techniques (mean 3.77), relating to Spencer and Spencer's (1993) competency division between surface and core competencies. Although this contrasts with Herzberg's two-factor theory suggesting intrinsic factors like competency directly affect motivation without satisfaction mediation, the high-risk BPBD work context makes satisfaction with competency utilization important for performance mediation. The implication is that BPBD Anambas Regency should develop competency enhancement strategies focusing not only on direct performance improvement but also job satisfaction aspects, ensuring developed competencies match employee interests and talents while providing recognition and application opportunities, specifically improving technical disaster management knowledge while maintaining employee resilience.

## 9. The Effect of Job Placement on Employee Performance through Job Satisfaction

The research results show that job placement does not have a significant effect on employee performance through job satisfaction mediation, revealing an interesting pattern where job placement directly influences performance without requiring job satisfaction improvement first, indicating that proper placement is more pragmatic and directly related to performance effectiveness rather than through affective satisfaction pathways. This finding can be explained through Edwards' (2018) person-job fit theory emphasizing that ability-demand matching directly improves performance through effective task execution, with satisfaction being important but not a prerequisite. Based on questionnaire results, the highest-rated item was updated training content according to disaster management developments, supporting Becker's (1964) human capital theory about skill investment importance, while the lowest-rated item was practical training methods, relevant to Kolb's (2020) experiential learning theory about direct experience importance. Although this supports Caldwell and O'Reilly's (2020) finding that person-job fit affects performance more than satisfaction, it contradicts Wright and Davis' (2021) research showing placement effects through satisfaction first, possibly due to disaster management work characteristics emphasizing direct performance effectiveness over subjective satisfaction in emergency situations. The implication is that BPBD Anambas Regency should focus on proper job placement matching employee competencies and expertise to directly improve organizational performance, supported by more practical training and relevant disaster management simulations, with placement optimization as the primary focus for disaster management performance in the archipelagic region.

## 10. The Effect of Organizational Support on Employee Performance through Job Satisfaction

The research results demonstrate that organizational support has a significant indirect effect on employee performance through job satisfaction mediation, with a path coefficient of 0.111, t-statistic of 2.740, and p-value of 0.006 ( $p < 0.05$ ), indicating that although organizational support does not directly influence performance, it has significant impact when mediated by job satisfaction. This finding aligns with Blau's (1964) social exchange theory reinforced by Cropanzano and Mitchell (2005), explaining that organization-employee relationships involve complex exchanges often requiring intervening variables, and supports Eisenberger et al.'s (1986) Organizational Support Theory developed by Rhoades and Eisenberger (2002) and confirmed by Riggle et al.'s (2009) meta-analysis. Based on questionnaire results, the highest-rated item was "Office equipment and work facilities are adequate for completing tasks" (mean 3.99), consistent with Demerouti et al.'s (2001) Job Demands-Resources model about adequate resources reducing workload and increasing satisfaction, while the lowest-rated item was clear supervisory instructions (mean 3.79), relevant to House's (1971) path-goal theory about leadership clarity importance. Although this contrasts with Miao and Kim's (2010) findings of direct organizational support effects, the complex disaster management work context requires job satisfaction mediation to transform organizational support into better performance. The implication is that BPBD Anambas Regency should develop comprehensive organizational support strategies focusing on job satisfaction enhancement to improve performance, maintaining good physical infrastructure while improving communication and supervisory guidance through participative management, better feedback systems, and leadership development programs for supervisors.

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