

THE ROLE OF MOTIVATION IN MEDIATING THE EFFECT OF PLACEMENT AND DISCIPLINE ON EMPLOYEE PERFORMANCE AT UPTD PPRD BALI PROVINCE IN GIANYAR DISTRICT

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ABSTRACT

Human Resources has become an important global issue and affects the government system in Indonesia. This condition is because human resources act as implementers of various activities carried out by the organization. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties. Good employee performance will affect organizational performance. Factors that affect performance include compensation, employee placement, work environment, work motivation, organizational culture, leadership, work discipline, job satisfaction. This study is devoted to assessing the effect of placement, discipline and motivation on the performance of civil servants at the UPTD PPRD Bali Province in Gianyar Regency. Through research with a sample of 35 civil servants with survey methods and data collection instruments in the form of a 5 (five) Likert questionnaire containing questions about indicators that affect performance including placement, discipline and motivation. The data used are primary and secondary data, both quantitative and qualitative data. The data analysis method used descriptive analysis and inferential analysis using the Partial Least Square (PLS) approach. The results showed that the placement had a positive and significant effect on performance. Placement has a positive and significant effect on motivation. Discipline has a positive but not significant effect on motivation. Discipline has a negative and insignificant effect on performance. Motivation has a positive and significant effect on employee performance. Motivation partially mediates the effect of placement on employee performance. Motivation cannot mediate the effect of discipline on employee performance.

Keywords: *Placement, Discipline, Motivation, Performance*

INTRODUCTION

Human Resources has become an important global issue and affects the government system in Indonesia. The government as an organization in displaying high public service performance, of course, must be supported by existing resources, one of the important resources in supporting the success of achieving organizational goals is human resources (Lugisita, 2017). According to Kardiasih (2017), performance is the result of work in quality and quantity achieved by an employee in carrying out his duties. Factors that affect performance include compensation, employee placement, work environment, work motivation, organizational culture, work discipline leadership, job satisfaction.

This study is devoted to assessing the effect of motivation, placement and discipline of Civil Servants (PNS) at the UPTD PPRD Bali Province in Gianyar Regency. UPTD PPRD is an organization that carries out

technical activities at the Bali Provincial Revenue Agency and is tasked with managing regional revenues through the collection of regional taxes and levies in accordance with applicable laws and regulations. The phenomenon related to civil servant discipline can be seen from employee absenteeism in 2020 which shows that the attendance rate of 3.71% exceeds the tolerance target of 3%. The phenomenon related to motivation in this study can be seen from the assessment of Employee Work Targets (SKP) that have been obtained by employees at the UPTD PPRD Bali Province in Gianyar Regency from 2019-2020 which shows that there are still civil servants who receive SKP assessments with a value of 51-60 (Not enough).

Research on the effect of motivation on performance has been carried out by several researchers including, Sugama (2017) which shows that there is a significant positive effect between motivation on performance. Research

from Ginatra (2017) which states that motivation has a positive effect on performance. Research from Putra, et al. (2017) stated that motivation has a positive and significant effect on employee performance. Research from Harahap (2020) states that motivation has a significant positive effect on performance. Likewise, research conducted by Natalia (2020) states that motivation has a positive and significant influence on performance. However, research conducted by Danthi (2017) states that motivation has no significant effect on performance.

Research on the effect of employee placement on employee performance has been carried out by several researchers including, previous research from Mansur (2017) which showed that employee placement has a positive influence on employee performance. Research from Pua, et al. (2017) which states that work placement has a significant positive effect on employee performance. Research from Wibowo (2018) shows that placement has a positive and significant effect on employee performance. Research from Diartha and Sudibya (2019) which found that placement has a positive effect on employee performance and research conducted by Siahaan (2019) also shows that placement has a positive effect on performance, while research from Yuniasih and Mulialestari (2016) found that placement has no significant effect on employee performance.

Research on the effect of work discipline on employee performance has been carried out by several researchers including, research by Sekartini (2016) shows that discipline has a positive and significant effect on employee performance. Research by Lugisita (2017) shows that discipline has a positive and significant effect on employee performance. Research by Hussain (2017), getting discipline results has a positive and significant influence on employee performance. Research conducted by Simatupang and Saroyeni (2018) states that there is a significant positive effect between work discipline on employee performance. Research from Cusminah (2020) states that discipline has a positive and significant effect on employee performance. Meanwhile, research by Firmani (2017) shows

that work discipline has a negative and insignificant effect on performance.

Based on the phenomenon and research gap above, the authors are interested in re-examining the influence of placement, discipline, motivation and performance of civil servants at the UPTD PPRD Bali Province in Gianyar Regency.

LITERATURE REVIEW

Performance

In the study of employee performance management there are things that require consideration because the individual performance of an employee will determine the performance of an organization. Kardiasih (2017), states that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Understanding of performance can be done by employees in carrying out their duties. Mansur (2017) states that performance is the result of work achieved by employees in accordance with the authority and responsibility given to them to achieve organizational goals legally and in accordance with morals and ethics.

Based on this opinion, it can be concluded that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties. The success or failure of the performance that has been achieved by the organization is influenced by the level of performance of employees individually or in groups.

Kardiasih (2017), the factors that affect performance are ability and motivation. Ability factor Psychologically consists of potential ability (IQ) and reality ability, that is, leaders and employees who have an IQ above the average (110-120) with adequate education for their position and are skilled in doing daily work, it will be easier to achieve maximum performance. Motivation factor (Motivation), defined as an attitude of leaders and employees to the work situation in the organizational environment. Employees who agree with the rules of organization will be motivated to have better performance and if an employee disagrees, it will have lower performance.

Indicators of employee performance according to Harahap (2020), are. Quality of work, quantity, punctuality, effectiveness, independence and work commitment.

Motivation

As it is known that motivation is an inner drive that becomes the starting point for everyone in achieving the desired goal. Putra (2017), states that motivation is a way of encouraging the work enthusiasm of subordinates so that they are willing to work hard by giving all their abilities and skills to realize the company's goals. Sekartini (2017), states that motivation is a willingness to expend a high level of effort for organizational goals, which is conditioned by the ability of that effort to meet several individual needs.

Based on some of these opinions, it can be said that motivation is an impulse from within the soul or encouragement from the surrounding environment that arouses a person's enthusiasm to do something in order to achieve the desired goal.

• **Motivation Theory**

The theory used in this research is Maslow's Hierarchy of Needs. The essence of Maslow's theory is that individual needs are arranged in a hierarchy or level.



Gambar 1.1 Teori Kebutuhan Maslow

Maslow's Hierarchy of Needs is explained.

- 1) Physiological needs are the needs of a person to maintain life such as food, drink, air, clothing, housing, and others.
- 2) Security and safety needs are the need for security from threats that employees are entitled to at work, namely feeling safe from threats and work safety.
- 3) Social needs are the needs of relationships with other people and to be accepted as part of others in carrying out

daily life because humans are social creatures.

- 4) The need for self-esteem, recognition from other employees and the community for the results of their work.
- 5) Self-Actualization Needs. The need to use skills, abilities, skills and optimal potential to achieve optimal performance.

In accordance with Harahap (2020) there are two factors that can affect a person's motivation at work, namely.

- **Internal Factors.** It is an internal factor that can affect a person's motivation, including the desire to live, the desire to have, the desire to gain recognition, and the desire to occupy a position.
- **External Factors.** It is an external factor which includes, pleasant work environment, adequate compensation, job security, status and responsibilities, flexible regulations.

Almira (2016), states that the indicators of work motivation are. Physiological needs, safety needs, social needs, esteem needs, and self-actualization needs.

Placement

In accordance with Siahaan (2019), employee placement is a plan in determining employees who will fill the jobs in the company concerned in producing skilled and reliable human resources. Success in manpower procurement lies in the accuracy in placing new employees and old employees in new positions. Pua, et al (2017) who argues, "Placement is placing a person's position into the right job position, how well an employee fits his job will affect the quantity and quality of work".

Based on several definitions put forward by the experts mentioned above, it can be concluded that employee placement is the process of placing employees in a position according to their abilities carried out by managers or organizations.

Base of Employee Placement, by placing employees in the right position will produce work comfort for employees and will stimulate employee discipline and motivation at work. Wibowo (2018), states that there are several principles that must be considered in the placement of employees, namely, the principle of humanity, the principle of democracy, the principle of the right man on

the right place, the principle of equal pay for equal work, the principle of unity of direction, the principle of unity of purpose, the principle of unity of command, the principle of efficiency and work productivity.

Utama, et al (2012), the indicators for employee placement are. Educational background, work experience, physical and mental health, marital status, age factor and interests and hobbies.

Discipline

Discipline is a person's awareness and willingness to obey company regulations and applicable social norms. High discipline has an impact on employee morale to work well according to the rules and goals of the organization or company. According to Agustriari (2017) Work discipline is the attitude and behavior of an employee with full awareness to comply with all regulations and organizational policies in carrying out their duties and responsibilities. Sutrisno (2014) states that discipline is an attitude of respect for the rules and accuracy of the organization that exists in the employee, and affects the way the employee adapts voluntarily to the rules and regulations that have been determined in the company or organization.

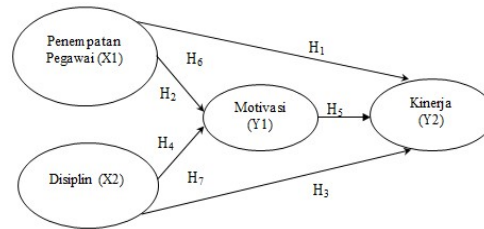
Based on the above opinion, it can be said that discipline is the attitude of employees to obey and behave in accordance with the rules and regulations that have been applied to produce optimal performance in achieving organizational or company goals.

According to the results of Hussain (2017), there are two forms of discipline, which are explained as follows.

- Preventive Discipline is an effort to move employees to follow and comply with work guidelines and rules that have been determined by the company.
- Corrective discipline is an effort made to employees who violate discipline, by providing sanctions in accordance with applicable regulations.

According to the results of Cusminah (2020) employee discipline at work can be assessed from indicators of discipline. The indicators of discipline are: Attendance, obeying regulations, remuneration and inherent supervision.

Conceptual framework.



Conceptual framework of the role of motivation in mediating the effect of placement and discipline on employee performance at the UPTD PPRD Bali Province in Gianyar Regency.

Hypothesis

- H1: Employee placement has a positive and significant effect on employee performance at the UPTD PPRD Bali Province in Gianyar Regency.
- H2: Employee placement has a positive and significant effect on employee work motivation at the UPTD PPRD Bali Province in Gianyar Regency.
- H3 : Discipline has a positive and significant effect on employee performance at the UPTD PPRD Bali Province in Gianyar Regency.
- H4: Discipline has a positive and significant effect on employee work motivation at the UPTD PPRD Bali Province in Gianyar Regency.
- H5: Motivation has a positive and significant effect on employee performance at the UPTD PPRD Bali Province in Gianyar Regency.
- H6: Placement affects employee performance through mediation of motivation at the UPTD PPRD Bali Province in Gianyar Regency.
- H7: Discipline affects employee performance through mediation of motivation at the UPTD PPRD Bali Province in Gianyar Regency.

RESEARCH METHODS

The approach in this study includes a quantitative approach. According to Sugiyono (2016) quantitative research methods can be interpreted as research methods based on the philosophy of positivism, this method is used to examine certain populations or samples, data collection uses research instruments, data analysis is quantitative/statistical, with the aim

of testing hypotheses that have been established. set.

This research was conducted at the Bali Province PPRD UPTD office in Gianyar Regency, which is located at Samplangan Road, Samplangan Village, Gianyar District, Gianyar Regency, Bali Province. The scope of the research includes a discussion of human resource management, especially employee placement, work discipline, work motivation, and employee performance at the UPTD PPRD Bali Province in Gianyar Regency. The research period starts from September 2021 to November 2021.

The independent variables in this study which became the independent variables were Employee Placement (X1) and Discipline (X2). The intervention is motivation (Y1). The dependent variable is Employee Performance (Y2). The type of data in the form of qualitative data is the name of the employee, educational background and position of civil servants at the UPTD PPRD Bali Province in Gianyar Regency and the quantitative data used in this study is the number of employees, employee attendance and SKP from the employees as well as the results employee performance goals of the questionnaire in the form of respondents' answers about variables which. The primary data are the answers to questionnaires from respondents about the variables being tested. Secondary data in this study were the number of employees, names and positions, employee attendance, SKP from employees, from civil servants at UPTD PPRD Bali Province in Gianyar Regency.

In this study, the population was civil servants at the UPTD PPRD Bali Province in Gianyar Regency, totaling 35 employees. In this study, considering the population is 35 people, the entire population is used as a sample. Thus this study is a population study with a saturated sample. Data collection methods are survey methods with 5 (five) Likert questionnaires, observation, documentation and interview methods.

RESEARCH RESULT
Validity and Reliability Test

Validity test is used to measure whether or not a questionnaire is valid (Gozali, 2016). The results of the validity test show that all

indicators reflecting the construct have a correlation value greater than 0.30 and significant at the level of significance of 0,05 or 0,10. Reliability Test. Gozali (2016) states that a variable or construct is said to be reliable if it shows a Cronbach's Alpha value greater than 0.70 meaning that all indicators measured are reliable.

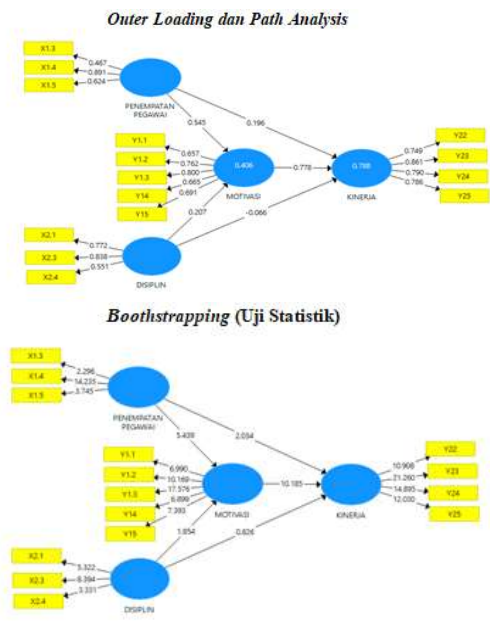
PLS (Partial Least Square) Analysis Process

PLS (Partial Least Square) is used to analyze the effect of exogenous and endogenous variables in this study. The PLS process in this study went through stages.

1) Evaluation of the Measurement Model (Outer Model).

To measure the validity and reliability of the indicators in this study, an evaluation of the measurement model was used, namely convergent validity, discriminant validity, and composite reliability and Cronbach alpha.

(a) Convergent validity. This evaluation is carried out by examining the outer loading coefficient of each indicator on its latent variables. An indicator is said to be valid, if the outer loading coefficient is between 0.60 – 0.70 (Lathan and Ghazali, 2012), and is significant at the alpha level of 0.05 or t-statistics 1.96. The results of the calculation of outer loading and path analysis as well as bootstrapping can be seen more clearly in the Figures



(b) Discriminant Validity. Measurement of the validity of the indicators to form a latent variable, by looking at the cross loading. By comparing the index coefficients between blocks, the construct indicator is declared valid if the index value of the construct indicator is greater than the value of other construct indicators in the same block (Lathan and Ghozali, 2012).

Table 5.13
 Discriminant Validity

	Disiplin	Kinerja	Motivasi	Penempatan
X1.3	0,361	0,284	0,256	0,467
X1.4	0,134	0,642	0,595	0,891
X1.5	0,241	0,278	0,279	0,624
X2.1	0,772	0,215	0,214	0,162
X2.3	0,838	0,259	0,344	0,235
X2.4	0,551	0,094	0,217	0,257
Y1.1	0,455	0,454	0,657	0,354
Y1.2	0,235	0,749	0,672	0,417
Y1.3	0,111	0,861	0,800	0,522
Y1.4	0,325	0,475	0,665	0,404
Y1.5	0,290	0,470	0,691	0,460
Y2.2	0,235	0,749	0,761	0,417
Y2.3	0,111	0,861	0,800	0,522
Y2.4	0,413	0,790	0,633	0,522
Y2.5	0,140	0,786	0,547	0,618

Source : Data 2021

Table 5.13 shows that the index coefficient values between blocks, construct indicators are declared valid if the index value of certain construct indicators is greater than the values of other construct indicators in the same block, based on Discriminant Validity criteria.

(c) Composite Reliability and Cronbach Alpha. A measurement can be reliable, if composite reliability and Cronbach's alpha have a value greater than 0,70. The result can be explained on the table below.

Table 5.14
 Composite Reliability and Cronbach Alpha

Construct	Cronbach' Alpha	Rho A	Composite Reliability	AVE
Discipline	0,566	0,629	0,769	0,534
Performance	0,809	0,818	0,874	0,636
Motivation	0,765	0,786	0,840	0,514
Placement	0,443	0,592	0,711	0,467

Source : Data 2021

Table 5.14 shows that the composite reliability value of each construct is greater than 0.70 while the Cronbach Alpha value has two constructs that have an index value less than 0.70. However, overall the measurement results have met the reliable requirements based on the composite reliability criteria.

1) Evaluation of the Structural Model (Inner Model)

Is a measurement to evaluate the level of accuracy of the model in the research as a whole, which is formed through several variables along with their indicators.

(a) Evaluation of Structural Models Through R-Square (R2). R-Square (R2) can show the strength of the influence of the dependent variable on the independent variable and the strength of a research model. According to Chin (Lathan and Ghozali, 2012), an R-Square (R2) value of 0.67 is classified as a strong model, a value of 0.33 is a moderate model, and a value of 0.19 is a weak model.

Table 5.15
 Evaluation Inner Model

	R Square	R Square Adjusted
Performance	0,794	0,786
Motivation	0,389	0,373

Source : Data 2021

Table 5.15 shows that the R2 value of performance is 0.794. Based on Chin's criteria (Lathan and Ghozali, 2012), the model includes strong model criteria, meaning that variations in employee placement, discipline and work motivation are able to explain variations in performance by 79,40%, the remaining 20,60% is explained by variations of other variables outside the model. Meanwhile, motivation has an R-square value of 0,389 or includes a moderate model, meaning that variations in employee placement and discipline are able to explain variations in work motivation, which is 38,90%, the remaining 61,10% is explained by variations outside the model.

(b) Evaluation of the Structural Model through Q-Square Predictive Relevance (Q2). The value of Q-Square Predictive Relevance (Q2) ranges from 0 (zero) to 1 (one). The closer the value is to 0, it means the research model is getting worse, while the closer it is to the value 1 (one), it means the research model is getting better. The criteria for the strength of the model according to Lathan and Ghozali (2012) are: 0.35 (strong model), 0.15 (moderate model), and 0.02 (weak model). The value of Q-Square is $= 1 - (1 - R12) (1 - R22) = 1 - (1 - 0.794) (1 - 0.389) = 1 - 0.126 = 0.874$. Then the estimated model results are 87.40% included in the strong criteria.

(c) Evaluation of the Structural Model through Goodness of Fit (GoF). The measurement value based on Goodness of Fit (GoF) has a range of values between 0

(zero) to 1 (one). The value closer to 0 (zero) indicates the model is not good, on the contrary the farther away from 0 (zero) and closer to 1 (one), the better the model. The criteria for the strength of the model based on the measurement of Goodness of Fit (GoF) according to Lathan and Ghozali (2012: 88), are as follows: 0.36 (GoF large), 0.25 (GoF medium), and 0.10 (GoF small) .

Table 5.16
 Evaluation Goodness Of Fit

	<i>R Square</i>	<i>AVE</i>
Discipline		0,534
Performance	0,794	0,636
Motivation	0,389	0,514
Placement		0,467
Average	0,592	0,538

Table 5.16 shows that the results of calculations using GoF get an average R2 value of 0.648 while the average Communnality is 0.957, then the GoF value is $\sqrt{AR2 * A.AVE} = \sqrt{0,592*0,538} = \sqrt{0,318} = 0,564$ This means that the global model is predictive large.

(d) Path Analysis and Hypothesis Testing.

The expected hypothesis testing is that Ho is rejected or has a sig value < 0.05 (or t statistic value > 1.96 with a significant level of 0.05).

Tabel 5.17
 Path Analisis dan Pengujian Statistik

	Original Sample (O)	Simple Mean (M)	Standard Deviation (STERR)	T Statistics ((O/STDEV))	Criteria
DISCIPLINE -> PERFORMANCE	-0,110	-0,112	0,076	1,446	Not significant
DISCIPLINE -> MOTIVATION	0,106	0,123	0,098	1,777	Not significant
MOTIVATION -> PERFORMANCE	0,770	0,790	0,068	11,248	Significant
PLACEMENT -> PERFORMANCE	0,232	0,213	0,101	2,303	Significant
PLACEMENT -> MOTIVATION	0,568	0,577	0,099	5,724	Significant

Table 5.17 shows that:

- Discipline has a negative effect of 0.110 on performance, and the relationship is not significant at the 0.05 level because the T-Statistic value is smaller than 1.96, which is 1.446.
- Discipline has a positive effect on motivation of 0.106, and the relationship is not significant at the 0.05 level with T-Statistic value less than 1.96, which is 1.077.
- Motivation has a positive effect of 0.770 on performance, and the relationship is

significant at the 0.05 level with a t-value of 11.248.

- Employee placement has a positive effect of 0.232 on performance, and the relationship is significant at the 0.05 level with a t-value of 2.303, which is greater than the T-table value of 1.96.
- Employee placement has a positive effect of 0.568 on motivation, and the relationship is significant at the 0.05 level with a t-value of 5.724, which is greater than the T-table value of 1.96.
- The effect of mediation analyzed includes the analysis of direct and indirect effects analysis in this study using the examination method. The method of examination is by doing analysis involving mediating variables and without involving mediating variables.

Based on the calculation results, the mediation role test can be seen in Table 5.18 and 5.19 below.

Table 5.18
 Direct Effect

	Original Sample (O)	Simple Mean (M)	Standard Deviation (STERR)	T Statistics ((O/STDEV))	Criteria
DISCIPLINE -> PERFORMANCE	0,081	0,099	0,081	1,001	Not significant
DISCIPLINE -> MOTIVATION					
MOTIVATION -> PERFORMANCE					
PLACEMENT -> PERFORMANCE	0,438	0,454	0,078	5,609	Significant

Table 5.19
 Indirect Effect

	Original Sample (O)	Simple Mean (M)	Standard Deviation (STERR)	T Statistics ((O/STDEV))	Criteria
DISCIPLINE -> MOTIVATION -> PERFORMANCE	0,081	0,099	0,081	1,001	Not significant
PLACEMENT -> MOTIVATION -> PERFORMANCE	0,438	0,454	0,078	5,609	Significant

Tables 5.18 and 5.19, the results can be stated as follows.

- The results of the mediating role of motivation on the direct and indirect effect between employee placement and performance show significant results, so that motivation is a partial mediation between employee placement and performance.
- The results of the mediating role of motivation on the direct and indirect effect between discipline and performance are not significant, so motivation is not a mediation between discipline and performance.

The Effect of Employee Placement on Employee Performance

Based on the test results regarding the effect of employee placement on employee performance, it shows that employee placement has a positive influence and the relationship is significant. Thus, the more appropriate the placement as reflected in the indicators of marital status, age and work experience, the employee's performance will increase. Based on the respondents' answers, it describes the suitability of the placement of civil servants at the Bali Province PPRD UPTD in Gianyar Regency. Furthermore, the hypothesis which states that employee placement has a positive and significant effect on employee performance at the UPTD PPRD Bali Province in Gianyar Regency, can be proven true.

The results of this study are in accordance with previous research from Mansur (2017) which showed that employee placement had a positive influence on employee performance at the Population and Civil Registry Office of Manpower and Transmigration of Soppeng Regency. Research from Pua, et al. (2017) stated that work placement has a significant positive effect on employee performance at PT. Manado Water. Research from Diartha and Sudibya (2019) shows that placement has a positive effect on employee performance in government in Bandung Regency.

The Effect of Employee Placement on Motivation

Employee placement has a positive influence and the relationship is significant. These results mean that if the placement is in accordance with employee expectations, then work motivation will increase. Based on respondents' answers, the placement of employees at the UPTD PPRD Bali Province in Gianyar Regency is in accordance with the expectations of employees so as to increase employee motivation in completing the given work. Thus the hypothesis which states that employee placement has a positive and significant effect on employee performance at the UPTD PPRD Bali Province in Gianyar Regency, can be proven true.

Research by Lubis, et al. (2020) shows that placement has a significant positive effect on the motivation of OPD KB employees in the

Regency and City of Riau Province. Research by Hardono, et al. (2019) stated that there was a significant positive effect between placement on employee motivation at the Batam City Manpower Office. Research conducted by Ayuningtyas (2021) states that placement has a significant positive effect on employee motivation at the Department of Planning and Business Development of Perum Perhutani Regional Division of East Java.

The Effect of Discipline on Employee Performance

Based on the results of the study indicate that discipline has a negative and insignificant effect. These results indicate that the performance of employees at the UPTD PPRD Bali Province in Gianyar Regency is not influenced by their discipline. The UPTD PPRD of Bali Province in Gianyar Regency is an organization that is shaded by three agencies, namely the Police, Bapenda and Jasa Raharja, so this organization applies semi-military discipline, which applies morning apples every day to familiarize the discipline of the employees. Sanctions will be given if there are employees who are late for the apple in the form of reduced incentives. Furthermore, the hypothesis which states that discipline has a positive and significant effect on employee performance at the UPTD PPRD Bali Province in Gianyar Regency, cannot be proven true.

The results obtained in this study are in line with the research that has been carried out by Sumbung, et al. (2016) which shows that the results of discipline have a negative and insignificant effect on the performance of civil servants in the Jayawijaya Regency Government. Research from Firmani (2017) shows that work discipline has a negative and insignificant effect on the performance of IKIP PGRI BALI employees. Research by Sanjaya (2020) which shows that work discipline has a negative and insignificant effect on employee performance, at PT. BRI KC Surabaya Jemursari.

The Effect of Discipline on Motivation

Based on the results of the study, discipline has a positive effect but the relationship is not significant. This result is because the discipline of employees at the UPTD PPRD Bali Province in Gianyar Regency does not

fully affect employee motivation at work. With a semi-military organizational system, it is an advantage for the organization where discipline has become an organizational culture, so that discipline is inherent in employees and is not a measure to increase employee motivation at the UPTD PPRD Bali Province in Gianyar Regency. Thus the hypothesis which states that discipline has a positive and significant effect on employee work motivation at the UPTD PPRD Bali Province in Gianyar Regency has not been proven true.

The results of this study are supported by previous research from Wardhana (2014) which showed that discipline had a positive but not significant effect on the motivation of lecturers at STMIK AUB Surakarta. Research conducted by Rizal and Radian (2019) discipline has a positive but not significant effect on employee work motivation at the Public Works and Public Housing Office of Aceh Tamiang Regency. Research from Rosento, et al. (2019) shows that there is a unidirectional positive influence between Work Discipline on Employee Motivation at PT Trisentosa Adhirajasa Jakarta.

The Effect of Motivation on Employee Performance

Based on the results obtained from this study, it shows that motivation has a positive effect and the relationship is significant. The higher the work motivation of an employee, the better the performance. With awards in the form of providing incentives outside of salaries to employees in accordance with the workload and performance results achieved by each employee as well as inherent supervision from superiors, it will always increase employee motivation to produce optimal performance from employees and will lead to the realization of organizational goals. Furthermore, the hypothesis which states that motivation has a positive and significant effect on employee performance at the UPTD PPRD Bali Province in Gianyar Regency, has been proven true.

The results of this study are supported by previous research conducted by Sugama (2017) which showed that there was a significant positive effect between motivation on performance at the Procurement Service

Unit (ULP) of Bali Province. Research from Harahap (2020) states that motivation has a significant positive effect on employee performance at PT. Angkasa Pura II (Persero) Kualanamu Branch Office. Likewise, research conducted by Natalia (2020) states that motivation has a positive and significant influence on the performance of the Single Fin Surf Shop, Cafe and Bar employees in Badung Regency.

The Effect of Employee Placement on Employee Performance Through Mediation of Motivation

Based on the results obtained, the mediating role of motivation on the relationship between employee placement and performance shows that the direct relationship between employee placement and performance is significant as well as the indirect relationship between employee placement and performance through motivation shows a significant relationship, so it can be said that motivation is a partial mediation. between employee placement and employee performance at UPTD PPRD Bali Province in Gianyar Regency. Thus the hypothesis which states that placement has a positive and significant effect on employee performance through mediation of motivation at the UPTD PPRD Bali Province in Gianyar Regency, has been proven true.

The results of this study are in accordance with research from Wahyudi (2019) which found that motivation mediates the effect of placement on employee performance at the Regional Financial and Asset Management Agency of Tana Tidung Regency. Research from Pamungkas (2020) states that placement has a positive and significant effect through motivation at PT Garuda Indonesia (Persero) Tbk. Research conducted by Prasetyo (2020) which states that placement has a significant effect on performance through mediation of motivation at PT. Bank Rakyat Indonesia Karanganyar Branch.

The Effect of Discipline on Employee Performance Through Mediation of Motivation

Based on the results of the study, the role of motivation in mediating the relationship between discipline and performance shows

that the direct relationship between discipline and performance is not significant. Likewise, the indirect relationship between discipline and performance through motivation shows that it is not significant, so motivation is not a mediation between discipline and performance. This shows that motivation does not help influence employee discipline at the Bali Province PPRD UPTD in Gianyar Regency in achieving good performance. Thus the hypothesis which states that discipline affects employee performance through mediation of motivation at the UPTD PPRD Bali Province in Gianyar Regency, is not proven true.

The results of this study are supported by previous research from Kumarawati (2017) discipline is'n mediating between motivation and employee performance at the Denpasar City Regional Secretariat. Research from Andriyani, et al (2020) states that work discipline has no significant effect on employee performance through work motivation at PT Aquavue Vision International. Research by Jufrisen and Hadi (2021) states the results of work discipline on employee performance through work motivation have no significant effect on PT Perkebunan Nusantara III (Persero) Medan.

Research Implication

Theoretical Implications

- 1) Employee placement affects employee performance. With proper placement that pays attention to physical and mental health, marital status and age of employees, it will increase work motivation and employee performance in completing the assigned tasks and responsibilities.
- 2) Work discipline does not affect employee performance. With strict rules and sanctions in an organization, discipline is not a determining factor in improving employee performance. In other words, discipline is inherent in the employee so that he feels he has a responsibility in completing his work.
- 3) Motivation affects employee performance. With the efforts of the organization to provide awards or rewards in the form of incentives outside of salary to employees who excel, it will increase employee

motivation to work and achieve optimal performance.

Practical Implications

The results of this study can be used as input for the leaders of the Bali Province PPRD UPTD in Gianyar Regency. Especially in the field of employee placement has a positive effect on employee motivation and performance. The proper placement of employees should be maintained to achieve organizational goals. However, in the field of discipline, it needs to be further improved because there are still negative results from discipline on employee motivation and performance. This must be considered, so as not to become an obstacle to the progress of the organization.

Research Limitations

This study has limitations, namely, only taking samples of civil servants at the UPTD PPRD Bali Province in Gianyar Regency which only amounted to 35 people. It is hoped that further research can take more samples and develop research by examining other variables that affect employee performance and researching other organizations or companies to get better research results. In the process of collecting data, the information provided by respondents through questionnaires sometimes does not show the actual opinion of the respondents, this happens because sometimes there are differences in thoughts, assumptions and different understandings of each respondent in filling out opinions on the questionnaire.

Conclusion

Based on the results of the analysis and discussion, it can be concluded that the role of motivation in mediating the influence of placement and discipline on employee performance at the UPTD PPRD Bali Province in Gianyar Regency is as follows.

- 1) The effect of employee placement on the performance of civil servants at the Bali Province UPTD PPRD in Gianyar Regency has a positive influence and the relationship is significant.
- 2) Employee placement has a positive and significant impact on the work motivation of civil servants at the UPTD PPRD Bali Province in Gianyar Regency.

- 3) Discipline has a negative and insignificant effect on the performance of employees at the UPTD PPRD Bali Province in Gianyar Regency.
- 4) Discipline has a positive effect on motivation and the relationship is not significant at UPTD PPRD Bali Province in Gianyar Regency.
- 5) Motivation has a positive effect on employee performance at UPTD PPRD Bali Province in Gianyar Regency, and the relationship is significant.
- 6) The role of motivation in mediating the relationship between employee placement and performance, shows that motivation is a partial mediation between employee placement and employee performance at the UPTD PPRD Bali Province in Gianyar Regency.
- 7) The role of motivation in mediating the relationship between discipline and performance, shows that motivation is not a mediation between discipline and performance at the UPTD PPRD Bali Province in Gianyar Regency

Suggestion

Based on the conclusions in the study, it can be given suggestions regarding the role of motivation in mediating the influence of placement and discipline on employee performance at the UPTD PPRD Bali Province in Gianyar Regency, as follows.

- 1) Based on respondents' answers, to improve the suitability of employee placement, the indicator that must be considered is educational background. By placing employees according to the right educational background, it will improve the performance of these employees in carrying out their duties.
- 2) Based on respondents' answers, to improve work discipline, the indicator that must be considered is the inherent supervision of the leadership. If previously the leadership supervision was carried out once a week, it would be better if the intensity was increased so that employees felt the positive impact of the leadership's presence.
- 3) Based on the respondents' answers and the results of interviews with employees, to increase employee motivation, an indicator

that must be considered is the need for appreciation. Awards can be given in the form of increasing the number of incentives for employees who have the best and optimal performance within a certain period.

- 4) Based on respondents' answers, to improve employee performance, the indicator that needs to be considered is independence. Increasing employee independence can be done by providing training and capacity building on a regular basis, so that they can increase their insight and knowledge. Thus, it can increase the independence of employees in carrying out the duties and responsibilities assigned to them.

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