

The Effect of Work Placement and Compensation on Employee Performance through Work Motivation

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Abstract

This research aims to analyze Job Placement which has an indirect influence on employee performance through work motivation and to analyze Compensation which has an indirect influence on employee performance through work motivation at the at the First-class SFR Monitoring Hall Office Makassar. This study uses a quantitative approach. The data used is primary data. The sample was 30 respondents. The respondents are permanent employees who work within the First-class SFR Monitoring Hall Office Makassar. Data collection was carried out through surveys using questionnaires distributed to respondents. Data were analyzed using multiple regression analysis and path analysis with the Statistical Package for the Social Sciences (SPSS) version 26. The research results show that work placement and compensation have a direct influence on employee performance through work motivation. at the First-class SFR Monitoring Hall Office Makassar, and there is an indirect influence on employee performance through work motivation at the Makassar Class I SFR Monitoring Office. This shows that when work placement and high compensation are followed by high work motivation, employee performance will increase and vice versa.

Keywords: Job Placement; Compensation; Work Motivation; Employee Performance.

INTRODUCTION

In order to implement the mandate of Presidential Regulation Number 24 of 2010 concerning the Position, Duties and Functions of State Ministries as well as the Organizational Structure, Duties and Functions of Echelon I of State Ministries, on October 28 2010 a new structure for the Ministry of Communication and Information was established based on Regulation of the Minister of Communication and Information (Permenkominfo) Number 17/PER/M.KOMINFO/10/2010 concerning the Organization

and work procedures of the Ministry of Communication and Information as a replacement for Minister of Communication and Information Regulation Number 25/PER/M.KOMINFO/07/2008.

The new structure of the ministry of communications and information technology consists of the secretariat general, the inspectorate general, the Directorate General of Post and Information Resources and Equipment (Ditjen SDPPI), the Directorate General of Post and Information Technology (Ditjen PPI), the Directorate General of Information Applications (Ditjen Aptika), the Directorate General of Public Information and Communication (Ditjen IKP) and the Human Resources Research and Development Agency. The two new Directorate Generals, namely the Directorate General of Post and Information Resources and Equipment and the Directorate General of Post and Information Technology Administration, are the result of the expansion of the Directorate General of Post and Telecommunications in the old organizational structure.

Superior and quality human resources can be seen from their performance. Employee performance is influenced by job placement and compensation variables. Employee performance will increase if the company places employees according to their abilities and increases employee salaries. This was emphasized by Ardana (2012: 124) stating that "if the placement is appropriate, it will improve employee performance".

Job placement is the process of assigning work to new employees in accordance with the environment and being able to be responsible for their duties and work (Siswanto, 2012). An opinion that is not much different was expressed by Hartatik (2014) regarding the dimensions of work placement, namely abilities, skills, and expertise. The dimensions of work placement in this research are education, work skills, work experience.

The phenomenon in this research is seen from the problems that occur at the Makassar Class I SFR Monitoring Center Office regarding work placement and compensation in improving good performance to improve work motivation at the Makassar Class I SFR Monitoring Office.

We see this in conditions where the cause of employee performance decreasing is a mismatch in compensation and work placement. Compensation is everything received by employees in the form of money, direct goods, or indirect goods as compensation for services provided by the company for work carried out at the company. Whereas Job placement is the process of giving work to new employees in accordance with the environment and being able to be responsible for their duties and work. Among other things, the low work motivation of employees can also be seen from the existence of several violations such as late arrivals at the office, high absenteeism, and employees who resign or have turnover.

Work placement is closely related to work compensation because if an employee's work placement does not match their abilities, it will affect the employee's work compensation. This is supported by Pramono (2016) who states that X1 influences X2. Where employee work placement should be in accordance with company standards so that the compensation obtained will be in accordance with the employee's wishes. This theory is supported by empirical research from Posuma (2013) and Atkhan (2013) which states that these two independent variables influence each other, namely that work placement influences compensation which is beneficial for the company. Therefore, the

second hypothesis is obtained, namely that independent variables such as the work placement used have a positive effect on compensation.

The effect of job placement on the dependent variable in this research is because if job placement in the company is not appropriate then employee performance will not be optimal which will be detrimental to the company. Therefore, new employees should be given training or adapted to their abilities. This is a supporting theory stated by Aldilarningsari (2014) who stated that company performance will increase if the company pays attention to employee work placement. This empirical study was stated by Atkhan (2013) that the first independent variable, namely work placement, was able to influence performance improvement. Therefore, the third hypothesis was obtained, namely that independent variables such as work placement used had a positive effect on employee performance.

The positive influence of compensation on performance. If the compensation provided by the company is in accordance with what employees want, the tasks given will be completed more quickly so that performance will increase optimally. This is supported by Hasibuan's theory (2009: 117) which states that if compensation is in accordance with the minimum wage, it will improve employee performance. The empirical study above is supported by Suwati (2013) who states that the second independent variable used in this research will have a positive effect on increasing performance. Finally, the fourth hypothesis, namely the second independent variable used in this research, has a positive effect on increasing employee performance.

Several studies support that there is an influence between placement on employee motivation and performance, such as research conducted by Sanjaya and Suryantini (2012) which states that placement partially influences motivation. Furthermore, Sunarto (2012) stated that suitability of task placement has a significant influence on employee performance.

Several studies have shown that there is a relationship between compensation and work motivation and employee performance, such as Edward and Teoh (2009) in their research who found that the main sources of motivation for Malaysian faculty members were proven to be policy, administration, and salary. Moyes, et al. (2006) which states that fair and equitable salaries correlate with the level of job satisfaction.

While Herpen, et al. (2005) and Kuster and Canalas (2011) found that the compensation system significantly influences motivation and performance. Erbasi and Arat (2012) stated in their research that attitudes towards financial incentives have a stronger effect on motivation than attitudes towards non-financial incentives. Furthermore, Islam, et al., (2012) and Dito (2010) produced research where it was found that compensation had a positive and significant effect on job satisfaction and performance, so that increasing compensation would increase work motivation and employee performance. In this research, we will examine in more detail the influence of work placement and compensation on employee performance through work motivation.

LITERATURE REVIEW

Job Placement

The placement process is a very crucial process in getting competent employees that a company or institution needs, because the right placement in the right position will be able to help the company or institution achieve the expected goals. According to Rivai (2015.p, 156) Placement is the assignment or reassignment of an employee to a new job. Bahri (2019) stated that employee placement is the process of placing employees in jobs that suit their skills so that they work effectively based on job analysis information. According to Trisnawati (2019) Placement is a policy taken by an installation leader or personnel department to determine whether an employee remains or is not placed in a certain position or position based on consideration of certain expertise, skills or qualifications.

Nugraha et al (2017) Several job placement indicators are as follows:

- (1) The abilities needed to perform various mental activities -thinking, reasoning, and solving problems.
- (2) Skills are skills that are needed by everyone, whether they are working, not yet working, not working or those who are still studying skills, skills or expertise in a field of expertise.

Compensation

According to Kasmir (2019: 233) compensation is remuneration provided by a company to its employees, both financial and non-financial. According to Sedarmayanti (2017: 263) compensation is everything that employees receive as compensation for their services. According to Enny (2019:37) compensation can be defined as a form of reciprocal service provided to employees as a form of appreciation for their contribution and work to the organization. This compensation can be direct or indirect financial, and the award can also be indirect. According to Akbar, et al., (2021:125) compensation is all forms of financial returns and benefits obtained by employees as part of an employment relationship. Furthermore, according to Sutrisno (2017: 181) "compensation is an important function in human resource management (HRM)". Based on the definitions above, it can be concluded that compensation is an important management function and must be carried out by organizations to return services provided by employees based on the contribution and performance made to an organization.

According to Edison, et al., (2017:152-153) compensation indicators are divided into two, namely:

- (1) Compensation is normative

Normative compensation is the minimum compensation that must be received, which consists of salary or wages and fixed benefits such as health benefits and holiday or religious benefits.

- (2) Compensation is discretionary

Policy compensation is compensation that is based on policies and special considerations, such as professional allowances, meal allowances, transport allowances, bonuses, leave pay, production services and holidays.

Work motivation

Motivation is something that exists within humans to carry out an activity or job. However, this motivation is divided into two, namely motivation that arises from within oneself and from outside the individual. According to Maruli (2020, p. 58) says that work motivation is everything that arises from a person's desires, by giving rise to passion and desire. from within a person who can influence, direct and maintain behavior to achieve goals or desires in accordance with the scope of work. Supported by Ferdinatus (2020, p. 3) who says that work motivation is something that must be built with a good personality or character, because encouraging work motivation that is based on wrong principles and reasons will result in personal and organizational losses.

According to Hasibuan (in Febrianti, NR 2019), there are 5 motivation indicators, namely:

(1) Physical needs.

For example, by providing decent salaries to employees, providing achievement bonuses, meal allowances, transport allowances and so on.

(2) The need for security and safety

For example, by providing work security and safety facilities so that workers do not worry when working, such as workers' social security, pension funds and other safety equipment.

(3) Needsocial

For example, by creating small teams in each sub-division, the aim is to establish harmonious working relationships and solve problems as a group. the need to be accepted in a group and the need to love and be loved.

(4) The need for appreciation

for example, the company provides performance bonuses, organizes education and training, these employees will direct their abilities, skills and potential. In this way, employees will feel appreciated for their abilities.

Performance

According to Mulyadi (2016): "Performance is the work results achieved by workers or employees in quality and quantity in accordance with their duties and responsibilities." Armstrong in Edison (2016) stated "Performance is the result of a process that is referred to and measured over a certain period of time based on conditions or agreements that have been previously established".

According to Kasmir (2017): "Performance is the result of work and behavior that has been achieved in completing the tasks and responsibilities given within a certain period".

According to Bintoro and Daryanto (2017): "Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him." Based on this definition, lecturer performance is the result of work achieved by a lecturer, in accordance with their respective authority and responsibilities to achieve educational goals legally, without violating the law and in accordance with norms or ethics

The performance assessment indicators according to PP No. 46 of 2011 concerning Employee Work Performance Evaluation, namely:

- (1) Quantity
- (2) Quality
- (3) Time
- (4) Cost
- (5) Orientation
- (6) Service
- (7) Integrity
- (8) Commitment
- (9) Discipline and Cooperation

The Relationship between Job Placement and Work Motivation on Performance Through Motivation Work

The effect of work placement on the dependent variable in this research is because if work placement in the company is not appropriate then employee performance will not be optimal which will be detrimental to the company. Therefore, new employees should be given training or adapted to their abilities. This is a supporting theory stated by Aldilarningsari (2014) who stated that company performance will increase if the company pays attention to employee work placement. This empirical study was stated by Atkhan (2013) that the first independent variable, namely work placement, was able to influence performance improvement. Therefore, the third hypothesis was obtained, namely that independent variables such as work placement used had a positive effect on employee performance.

The positive influence of compensation on performance. If the compensation provided by the company is in accordance with what employees want, the tasks given will be completed more quickly so that performance will increase optimally. This is supported by Hasibuan's theory (2009: 117) which states that if compensation is in accordance with the minimum wage, it will improve employee performance. The empirical study above is supported by Suwati (2013) who states that the second independent variable used in this research will have a positive effect on increasing performance. So, the fourth hypothesis, namely the second independent variable used in this research, has a positive effect on increasing employee performance. Several studies support that there is an influence between placement on employee motivation and performance, such as research conducted by Sanjaya and Suryantini (2012) which states that placement partially influences motivation. Furthermore, Sunarto (2012) stated that suitability of task placement has a significant influence on employee performance

Conceptual Model

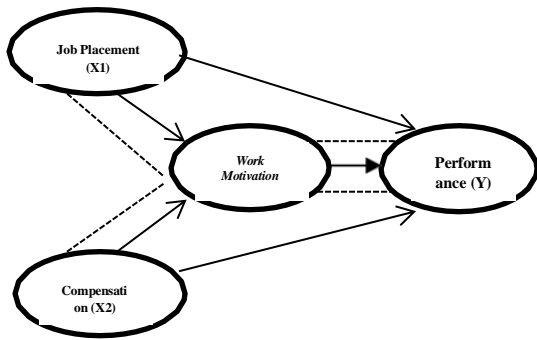


Figure 1: Framework of thought

METHODS

Location and Research Design

The research location is Jl. Malino No. KM 18, Borongloe, Kec. Bontomarannu, Gowa Regency, South Sulawesi 92172 Makassar Class I SFR Monitoring Center Office. which aims to describe and analyze the mediating effect of work motivation between work placement and compensation on the performance of SFR Class I Makassar Monitoring Hall Office employees. This research design uses a quantitative qualitative approach and is explanatory research.

The population in this study were all permanent employees, totaling 30 employees. The method used to determine the sample in this research was a saturated sample. Saturated sampling is a sampling technique when all members of the population are used as samples. This is often done when the population is relatively small or in research that wants to produce regeneration with very small errors. Where the entire population of permanent employees was sampled as 30 people. Data collection was carried out through surveys using questionnaires distributed to respondents. Data were analyzed using multiple regression analysis and path analysis with the statistical package for the social sciences (SPSS) version 26 tools.

Data analysis method

The data analysis method used in this research is path analysis or path analysis used to analyze relationship patterns between variables (Supriyanto & Maharani, 2013:74). This model aims to determine the direct or indirect influence of a set of independent variables (exogenous) on the dependent variable (endogenous).

$$Z = \rho Yx1 + \rho Yx2 + \varepsilon \quad (1)$$

$$Y = \rho Zx1 + \rho Zx2 + \rho ZY + \varepsilon \quad (2)$$

EMPIRICAL RESULTS

Evaluation Descriptive statistics

Table 1. Identity characteristics of 72 research respondents

Characteristics	Criteria	Frequency (person)	Percentage (%)
Gender	Man	18	60
	Woman	12	40
		Amount	100
Age	28-35 years old	8	26.67
	36-39 years old	12	40
	36-39 years old	10	33.33
	>40 years old	30	100
Education	>40 years Amount	5	16.67
	SMA/SMK	16	53.33
	Bachelor	9	30
	Diploma III Total	30	100

Source: processed primary data, 2023

Based on research data, it shows that as follow:

(1) Gender

Most of the respondents who participated in this research were male, namely 18 respondents or 60%, while there were 12 female respondents or 40%. The difference is not very significant between the number of male respondents and female respondents when it comes to this research.

(2) Age

Based on research data, some of the respondents who participated in this research were aged between 28-35 years, namely 8 respondents or 26.67%. Ages 36 – 39 years were 12 respondents or 40%. Furthermore, there were 10 respondents aged over 40 years or 33.33%. The respondent's age shows the level of maturity and maturity, so it can influence the quality of the respondent's answers and perceptions.

(3) Education

The respondent's education level is used as an indicator to determine the intellectual level of the respondents participating in this research, so that it can influence the quality of the answers and the respondent's perception regarding the influence of perceived usefulness and perceived ease of use on performance through intention to use. Most of the respondents who participated in this research had an educational level. Respondents who had a SMA/SMK education level were 5 respondents or 16.67% and a Bachelor's (S1) education level, namely 16 respondents or 53.33% and and educational level. Diploma III (D3), namely 9 respondents or 30%.

Validity test

The validity test is used to see whether or not each instrument is valid in job placement, compensation, employee performance and work motivation. The r table value of this test is 0.1954 with DF=N-2 significance level of 0.05 (5%). The instrument is declared valid if the correlation coefficient figure obtained is greater than the r table value. From the calculation results, it was concluded that the variables Job Placement, Compensation, Work Motivation and performance showed valid results. This is proven that the coefficient value is greater than the r table value at the 5% significance level. Thus, all

instruments from the variables used in this research can be used to explain Job Placement, Compensation, Work Motivation and performance at the SFR Class I Makassar Monitoring Center Office.

Reliability Test

Based on the results of the reliability test, it can be concluded that all the variables used in this research are reliable. This is because the Cronbach Alpha coefficient is above 0.6. Based on the results of the analysis, it can be concluded that all instruments in this research, even though tested repeatedly, can produce the same results so that the questionnaire can be used to carry out further testing.

Hypothesis Test Results

Variable	Influence Direct	Influence Indirect	Influence influence	T count	Sig	Note
X1-Z	0.463		0.433	5,242	0.00	Sig
X2-Z	0.416		0.417	4,431	0.00	Sig
X1-Y	0.152		0.146	2,152	0.22	Sig
X2-Y	0.166		0.156	2,263	0.26	Sig
ZY	0.670		0.681	8,491	0.00	Sig
X1-ZY		0.315	0.316			Sig
X2-ZY		0.282	0.282			Sig

Source: Author 2023

The results of hypothesis testing in this research can be described as follows:

- (1) H1= Analysis of the influence of Job Placement on Work Motivation shows a significance value of $0.000 < 0.05$, so it can be concluded that there is a direct significant influence of Job Placement on Work Motivation in this research.
- (2) H2= Analysis of the influence of Compensation on Work Motivation shows a significance value of $0.000 < 0.05$, so it can be concluded that there is a direct significant influence of Compensation on Work Motivation in this research.
- (3) H3= Analysis of the influence of Job Placement on performance shows a significance value of $0.022 < 0.05$, so it can be concluded that there is a direct, significant influence of Job Placement on performance. Work placements are able to improve performance in this research.
- (4) H4= Analysis of the influence of compensation on performance shows a significance value of $0.026 < 0.05$, so it can be concluded that there is a direct significant influence of compensation on performance on performance in this research.
- (5) H5= Analysis of Work Motivation on performance shows a significance value of $0.000 < 0.05$, so it can be concluded that there is a direct significant influence of Work Motivation on performance. The influence of work motivation on performance in this research is accepted.
- (6) H6= Analysis of the indirect effect of Job Placement on performance through Work Motivation by multiplying the beta value of X1 to Z with the value of Z to Y, namely: $0.463 \times 0.681 = 0.315$. Based on the results of the calculations above, it is known that the direct influence value is 0.146 and the indirect influence value is 0.315,

which means that the indirect influence value is greater than the direct influence value. These results show that work placement indirectly affects performance through work motivation at the Monitoring Hall Office. SFR Class I Makassar.

- (7) H7= Analysis of the indirect influence of compensation on performance through work motivation by multiplying the beta value of X2 to Z with the value of Z to Y, namely: $0.416 \times 0.680 = 0.282$. Based on the results of the calculations above, it is known that the direct influence value is 0.156 and the indirect influence value is 0.282, which means that the indirect influence value is greater than the direct influence value. These results show that indirectly compensation for performance is through motivation at the SFR Class Monitoring Hall Office. I Makassar has a significant influence

DISCUSSION

Analysis of the influence of Job Placement on Work Motivation at the Makassar Class I SFR Monitoring Center Office.

From the analysis it can be obtained that the significance value of work placement is smaller than the alpha value, so it can be concluded that there is a direct significant influence of work placement on work motivation, if work placement is increased it will cause an increase in employee work motivation in carrying out their duties and responsibilities. at the Makassar Class I SFR Monitoring Center Office. Work placement cannot encourage employees to have work motivation in carrying out daily tasks. This is in line with the theory of Sanjaya and Suryantini (2012), stating that placement partially influences employee motivation. (Purba et al., 2020). Furthermore, Hardjanto (2010) and Muharrani (2003) found that there is a strong and positive relationship between employee placement and work motivation and employee performance. The positive relationship pattern shows that the better the employee placement, the better the employee's work motivation and performance can be predicted.

Based on the researcher's observations and the results of interviews during research, it was found that work placement influenced work motivation. at the Makassar Class I SFR Monitoring Center Office, in this case work placement needs to be improved so that work motivation can increase and be better

Compensation Analysis of Work Motivation at the Makassar Class I SFR Monitoring Center Office.

From the analysis above, it is obtained that the compensation value is smaller than the alpha value, so it can be concluded that there is a direct, significant influence of compensation on work motivation. If compensation is increased, it will cause an increase in employee work motivation in carrying out their duties and responsibilities. This is in line with the theory put forward by Wibowo, (2011). Employees work in order to get rewards or compensation. Sutarjo (2008) also has the same opinion that if the compensation provided is inadequate or inappropriate, work performance, motivation and job satisfaction will decrease, and as a result the company itself will bear the losses. Compensation is what employees receive in exchange for their contribution to the

organization (Simamora, 2006, p. 541). Martoyo (2000, p. 125) states that providing good compensation to employees who perform well will encourage employees to work better and towards more productive work.

Based on the researcher's observations and the results of interviews during research, it was found that compensation influenced work motivation at the SFR Class I Makassar Monitoring Center Office. It can be seen from the importance of compensation in increasing work motivation. In this study, work motivation there was good but still lacking which would have an impact on motivation. In this case, compensation needs to be increased so that work motivation can increase and be better.

Analysis of the influence of Job Placement on performance at the Makassar Class I SFR Monitoring Center Office.

From the analysis it can be obtained that the significance value of work placement is smaller than the alpha value so it can be concluded that there is a direct, significant influence of work placement on employee performance. If work placement is increased it will cause an increase in employee performance in carrying out their duties and responsibilities. This is in line with Sunarto's (2012) theory which states that suitability of task placement has a significant influence on employee performance.

Based on the researcher's observations and the results of interviews during research, it was found that job placement there was good but still lacking in terms of encouraging job placement so it needed to be paid attention to and improved.

Analysis of the influence of compensation on performance at the Makassar Class I SFR Monitoring Center Office.

From the analysis it can be obtained that the significance value of compensation is smaller than the alpha value, so it can be concluded that there is a direct significant influence of compensation on employee performance, if compensation is increased it will cause an increase in employee performance in carrying out their duties and responsibilities. This is in line with Martoyo's (2000, p. 125) theory which states that providing good compensation to employees who perform well will encourage employees to work better and towards more productive work.

Based on the researcher's observations and the results of interviews during research, it was found that the perceived ease of use there was good but still lacking in terms of encouraging perceived ease of use, so it needed to be improved.

Analysis of the influence of work motivation on performance at the Makassar Class I SFR Monitoring Center Office.

From the analysis above, it is found that the work motivation value is smaller than the alpha value, so it can be concluded that there is a direct, significant influence of work motivation on the performance of the SFR Class I Makassar Monitoring Hall Office employees. This work motivation is very necessary to support the achievement of company goals effectively and efficiently. The influence of work motivation on performance. This is supported by research conducted by Kreitnet and Kinicki in Wibowo (2017). There is a positive relationship between motivation and performance

achievement. Employees will be able to achieve maximum performance if they have high motivation.

Based on the researcher's observations and the results of interviews when conducting research, it was found that work motivation influenced the performance of employees at the SFR Class I Makassar Monitoring Hall Office. It can be seen from the importance of work motivation in improving employee performance. In this study, work motivation there was good but still lacking which would have an impact on Employee performance needs to be improved so that employee performance can be improved and better.

Analysis of the indirect influence of Job Placement on performance through Work Motivation at the Makassar Class I SFR Monitoring Center Office.

The results of this research indicate that the indirect effect of job placement on performance through work motivation is the multiplication of the beta value of performance through work motivation at the SFR Class I Makassar Monitoring Center Office has a significant influence. This research is in line with the theory put forward by Sanjaya and Suryantini (2012) which states that placement partially influences employee work motivation. Furthermore, Sunarto (2012) stated that suitability of task placement has a significant influence on employee performance.

Based on the researcher's observations and the results of interviews during research, it was found that work placement indirectly had a significant influence on performance through work motivation at the Class I SFR Monitoring Center Office in Makassar. This means that good job placement will improve performance and vice versa, at the SFR Class I Makassar Monitoring Center Office, employee performance is good but still lacking. In this case, work motivation can influence work placement and employee performance.

Analysis of the indirect influence of compensation on performance through work motivation at the Makassar Class I SFR Monitoring Center Office

The results of this research show that the indirect influence of compensation on performance through work motivation is that the value of the indirect influence is greater than the value of the direct influence. These results show that indirectly compensation on performance through work motivation at the SFR Class I Makassar Monitoring Center Office has a significant influence. The results of this research are in line with the theory put forward by Zhao and Xi (2015). One of the signs of someone who has good compensation will be work motivation. If the company has workers who apply high compensation, the company's development will increase in accordance with its goals. a company.

Based on the researcher's observations and the results of interviews during research, it was found that compensation indirectly on performance through work motivation at the SFR Class I Makassar Monitoring Center Office had a significant influence. This good compensation will improve performance and vice versa.

CONCLUSION

This study tries to investigate the effect of Job Placement and Compensation on employee performance through work motivation. The research results show that Job Placement and Compensation have an indirect influence on employee performance through work motivation at the SFR Class I Makassar Monitoring Hall Office, and there is an indirect influence on employee performance through work motivation at the Makassar Class I SFR Monitoring Hall Office. This shows that when high job placement and compensation are followed by high work motivation, employee performance will increase and vice versa.

The goal of decentralization, particularly in the case of regional expansion, is to enhance the autonomy of regions without relying heavily on the central government. However, Buton Tengah Regency has yet to achieve this goal. The insufficient contribution of local revenue in Buton Tengah is explained by Source 1 as follows, "Limitations in generating Regional Original Revenue (PAD), such as taxes and levies, are caused by the low economic potential of the region, low tax rates, and ineffective tax administration." Thus, in terms of financial management, Buton Tengah government still heavily relies on the central government.

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