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Factors That Influence the Effectiveness of Functional Officials Equalization Work on the Implementation of Bureaucratic Simplification Policy Through Job Satisfaction As An Intervening Variable in Riau Islands Province

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Abstract, This study, researcher variables, Job Placement, Work Environment, Competency, Job Satisfaction and Work Effectiveness. Data analysis with parametric and non-parametric statistics using SEM-PLS (Structural Equation Modeling-Partial Least Square) Data analysis with parametric and non-parametric statistics regarding research variables, calibration test / pilot test, validity and reliability, Outer model and inner model analysis , as well as a discussion of the results of hypothesis testing or Path Analysis Path. This study uses path analysis to examine the pattern of relationships that reveal the effect of a variable or set of variables on other variables, both direct and indirect. The calculation of the path coefficient in this study is assisted by SmartPLS Ver 4.0 2022. The results of this study indicate a direct influence that Job Placement, Work Environment and Competence variables have a significant positive influence on Job Satisfaction. Job satisfaction has a positive but insignificant influence. Job Placement and competence have a significant positive influence on Work Effectiveness. Work Environment has a positive but insignificant influence on Work Effectiveness. The results of the study for indirect influence where Job Satisfaction has a positive and insignificant influence in mediating the influence of Job Placement, Work Environment and Competence on Work Effectiveness.

Keywords: Job Placement, Work Environment, Competence, Job Satisfaction and Work Effectiveness

1. INTRODUCTION

Government bureaucracy as a public service institution is an application of the performance of the State Civil Apparatus (ASN). The success or failure of the government in running the wheels of government is very dependent on the professionalism of ASN. ASN is the capital of the nation and state that must be maintained, fostered, and developed in order to have global competitiveness. To improve ASN competence, a clear format is needed in organizing the ASN management system. ASN management is an important part of governance that aims to realize the full potential of ASN employees. There needs to be a new paradigm shift in ASN management, from the old perspective of personnel management that emphasizes the rights and obligations of individual employees, to a modern perspective that emphasizes strategic ASN development management (strategic human resource management).

The regulation on bureaucratic simplification has been issued, but the government is still in the process of determining the right policy implementation strategy so that there is no turmoil or retention of State Servants or PNS. The negative impact that needs to be anticipated from this policy is the psychological impact of echelon III, IV, and V officials who will lose their positions. Another thing that needs attention is the readiness of government agencies in facing organizational changes that occur due to this bureaucratic simplification. So that a

strategy development is needed in this case is the Riau Islands Provincial Government in increasing bureaucratic reform in this case employee job satisfaction through bureaucratic simplification.

According to the Decree of the Governor of the Riau Islands (2021) Number 1505 Coordinators and Sub-Coordinators in the Riau Islands Provincial Government that in order to Adjust the Main Tasks and Functions of Regional Apparatus and encourage the acceleration and effectiveness of the implementation of the Simplification of the Organizational Structure of Regional Apparatus in the Riau Islands Provincial Government. In order to support the implementation of optimal Bureaucratic Simplification, Bureaucratic Arrangement and Position Equivalence into Functional Positions are needed so that in order to realize effective and efficient governance by optimizing the use of the Electronic-Based Government System. The implementation of bureaucratic reform is in line with President Joko Widodo's direction stating that there needs to be a reduction in complicated bureaucracy, echelonization must be simplified into two levels, and equalization of several structural positions into functional positions through adjustments (inpassing) to functional positions that are equivalent by valuing expertise and competence. Bureaucratic simplification is carried out through stages of simplifying the organizational structure, equalizing positions, and adjusting the work system which includes work mechanisms and business processes.

Bureaucratic simplification aims to increase work effectiveness, but this process can present a number of new challenges and problems that need to be overcome. Bureaucratic simplification can blur the boundaries of employee tasks and responsibilities, which can cause confusion. During the transition from a bureaucratic system to a simpler system, confusion and chaos can occur in the workflow. If the change is not managed well, it can lead to a decline in employee morale and motivation. The identification of the problem can be explained as follows:

- a. **Work Effectiveness: Employee Resistance and Dissatisfaction:** Employees feel dissatisfied with the changes implemented and show resistance to bureaucratic simplification, which can interfere with overall work effectiveness, Adjustment and adaptation to new work environment placement, Employees may need time to adapt to new tasks and work environments. Changes in job placement can cause additional stress and different workloads, which may not be in accordance with employee capacity, **Competence:** employees may not have the skills or knowledge needed for the new position, which can hinder their performance.

- b. **Bureaucratic Simplification:** The negative impact of this policy is the psychological impact of echelon III, IV, and V officials who will lose their positions. Another thing that needs attention is the readiness of government agencies in facing organizational changes that occur due to this bureaucratic simplification. So that a strategy development is needed in this case is the Riau Islands Provincial Government in increasing bureaucratic reform in this case employee job satisfaction through bureaucratic simplification.
- c. **Job Placement:** Streamlining bureaucracy can blur the boundaries of employee tasks and responsibilities, which can lead to confusion, Employees need time to adapt to new tasks. Changes in job placement can disrupt existing team dynamics, leading to decreased team collaboration and effectiveness.
- d. **Work Environment:** Employees need time to adapt to the new environment, Employees may have difficulty adjusting to the work culture in a new department or location. Moving to a different work location can pose logistical challenges and adjustments to a new physical environment. Organizations that invest in creating an optimal physical and psychological work environment can increase employee work effectiveness.
- e. **Competence:** Changes in work processes and structures often require new skills that may not be possessed by all employees, employees who feel less competent in dealing with new systems may show resistance to change. Streamlining bureaucracy involving downsizing can result in the loss of valuable knowledge and experience. Lack of competence in handling new responsibilities can reduce work effectiveness,
- f. **Job Satisfaction:** Changes in organizational structure often create uncertainty and anxiety among employees about their jobs. Uncertainty about the future of work and career paths can reduce job satisfaction.
- g. **Effective Job Placement:** Streamlining bureaucracy may also change the role of Job Placement, and managers may need new skills to lead in a flatter structure. Streamlining bureaucracy can lead to a loss of clear structure and clarity in tasks and responsibilities.
- h. **Communication:** Changes in organizational structure can disrupt existing communication channels, leading to confusion and miscommunication. Changes in bureaucratic structure can disrupt communication and collaboration, especially if employees are not used to working in cross-functional teams.

2. LITERATURE REVIEW

Work Effectiveness (Y)

According to Peki (2016), explains that effectiveness is the relationship between output and objectives or can also be said to be a measure of how far the level of output, policies and procedures of the organization. Effectiveness is also related to the degree of success of an operation in the public sector so that an activity is said to be effective if the activity has a major influence on the ability to provide public services which are the targets that have been determined. Effectiveness is a measure of the success or failure of an organization's goal achievement. If an organization achieves its goals, then the organization has been running effectively. Effectiveness indicators describe the range of consequences and impacts (outcomes) of program outputs in achieving program goals. The greater the contribution of the output produced to the achievement of the specified goals or targets, the more effective the work process of an organizational unit (Anggriani, 2021). Effectiveness means doing something accurately, on time, objectively, and thoroughly in accordance with the organization's goals (Steer, 2015).

Job Satisfaction (Z)

According to Sutrisno (2016), explains that job satisfaction is a feeling of pleasure or joy of workers in viewing and carrying out their work. Job satisfaction is an emotional attitude that is pleasant and loves their work, Greenberg and Baron describe job satisfaction as a positive or negative attitude that individuals have towards their work. Job satisfaction is a person's thoughts, feelings and action tendencies which constitute a person's attitude towards work (Wibowo, 2016). Job satisfaction is job satisfaction that is enjoyed in work that receives praise, work results, placement, treatment, equipment and a good work motivation atmosphere. Employees who prefer to enjoy job satisfaction at work will prioritize work over remuneration even though remuneration is important (Nuraini, 2015). Specifically describes job satisfaction as a person's positive feelings about their work which are obtained from an evaluation of the characteristics of the satisfaction itself (Robbins & Judge, 2017). Job satisfaction is an emotional attitude that is pleasant and loves one's job. This attitude is reflected by work morale, discipline, and work performance (Hasibuan, 2017).

Job Placement (X₁)

According to Hasibuan (2017), job placement is a follow-up action of selection, namely the placement of prospective employees who are accepted (pass the selection) in positions/jobs that require them and at the same time delegating authority to that person. Thus, the prospective employee will carry out his duties according to the position concerned. Placement means allocating new or old employees to certain work positions. Placement consists of two things,

namely new employees coming from outside the agency and assignments for old employees in new places (requires orientation/introduction) (Rivai, 2015). Employee placement is matching or comparing qualifications with job requirements and at the same time giving tasks or work to prospective employees to be carried out (Ardana, 2012). Placement is related to matching a person's abilities and talents to the work they will be doing (Bangun, 2017).

Work Environment (X₂)

According to Sedarmayanti & Rahmawanti (2015), the definition of a work environment is all the tools and materials faced in the surrounding environment where a person works, their work methods, and their work arrangements both as individuals and in groups. The employee work environment as one of the factors that can influence work productivity certainly needs to be managed as well as possible so that it can motivate employees and help smooth the implementation of employee activities. The work environment is everything that is around the worker and can influence him in completing all the tasks given to him (Nitisemito, 2017). The work environment is the entire work facilities and infrastructure that are around the employees who do the work that can affect the implementation of the workers themselves. This work environment includes the workplace, company facilities and tools, cleanliness, lighting, tranquility, and related.

Competence (X₃)

Competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job (Wibowo, 2016). Competence shows skills or knowledge that are characterized by professionalism in a particular field as something that is most important, as the superiority of the field. competence as a person's ability to produce at a satisfactory level in the workplace, including among others a person's ability to transfer and apply these skills and knowledge in new situations and increase the agreed benefits. Competence is what outstanding performers do more often in more situations with better results, than what average performers do (Rivai et al., 2015). competence shows skills or knowledge that are characterized by professionalism in a particular field as something that is most important, as the superiority of that field. competence as a person's ability to produce at a satisfactory level in the workplace, including among others a person's ability to transfer and apply these skills and knowledge in new situations and increase the agreed benefits.

Conceptual framework



Source: Researcher (2024)

Figure 1. Conceptual Framework

3. RESEARCH METHOD

Type of research

The research method used in this study is a descriptive research strategy with a quantitative approach. Quantitative research is a research approach based on the philosophy of positivism, which aims to investigate a particular population or sample which ultimately leads to the formulation of conclusions.

Data source

This research uses primary and secondary data sources, as follows:

- a. According to Sugiyono, (2017), primary data is data that directly provides data to data collectors. Primary data sources are obtained through an interview activity with the research subject and by observation or observation in the field. The primary data used by the authors in the study was a questionnaire.
- b. According to Sugiyono, (2017), secondary data is a data source that does not directly provide data to data collectors, for example through other people or through documents. Secondary data sources are complementary data sources that function to complement the data needed by primary data. Secondary data referred to in this study is a source of research data obtained through intermediary media or indirectly published or unpublished in general.

Population and Sample

The population in this study were employees working at the Riau Islands Province Functional Equivalency Officers totaling 345 employees, the number of Equivalency Officers from Echelon 3 and 4 was 345 people, so the author used the Slovin formula so that the research could be easier. So the number of samples was 185 respondents.

4. RESULTS AND DISCUSSION

Loading Factor

Table 1. Loading Factor

	Work Effectiveness (Y)	Job Satisfaction (Z)	Competence (X3)	Work Environment (X2)	Job Placament (X1)
X1.10					0,732
X1.3					0,727
X1.5					0,830
X1.6					0,830
X1.9					0,831
X2.10				0,836	
X2.11				0,803	
X2.12				0,881	
X2.2				0,784	
X3.1			0,803		
X3.10			0,801		
X3.2			0,845		
X3.3			0,795		
X3.4			0,859		
X3.5			0,806		
X3.6			0,856		
X3.7			0,893		
X3.8			0,881		
Y1.15	0,703				
Y1.2	0,755				
Y1.3	0,795				
Y1.4	0,753				
Y1.5	0,800				
Y1.6	0,870				
Y1.7	0,724				

	Work Effectiveness (Y)	Job Satisfaction (Z)	Competence (X3)	Work Environment (X2)	Job Placament (X1)
Y1.8	0,798				
Y1.9	0,841				
Z1.10		0,805			
Z1.11		0,827			
Z1.12		0,774			
Z1.15		0,705			
Z1.2		0,767			
Z1.3		0,805			
Z1.4		0,802			
Z1.7		0,749			
Z1.8		0,785			
Z1.9		0,821			

Source: Processed by researchers (2024)

The data shows that the indicators are declared feasible or valid for research use and can

Cronbach's Alpha, Composite Reliability and Average Variance Extracted

Table 2. Cronbach's Alpha, Composite Reliability and Average Variance Extracted

	Cronbach's Alpha	rho_A	Reliabilitas Komposit	Rata-rata Varians Diekstrak (AVE)
Work Effectiveness (Y)	0,921	0,924	0,935	0,614
Job Satisfaction (Z)	0,930	0,931	0,941	0,613
Competence (X3)	0,947	0,951	0,955	0,703
Work Environment (X2)	0,845	0,846	0,896	0,683
Job Placement (X1)	0,850	0,852	0,893	0,627

Source: Processed by researchers (2024)

Based on the table above, for the value of Cronbach alpha Variable All variables > from 0.7, then declared reliable, it shows that the good enough category of each construct has met the criteria for assessing the reliability of the outer model with a composite reliability value > 0.7, and then it shows that the AVE value of each construct in the final model has reached a value > 0.5. Thus, the proposed structural equation model has met the convergent validity criteria.

Structural Model Evaluation (Inner Model)

Tabel 3. R-Square

	<i>R Square</i>	<i>Adjusted R Square</i>
Work Effectiveness	0,643	0,635
Job Satisfaction	0,713	0,709

Source: Processed by researchers (2024)

In the table above, the Adjusted R Square value of the influence of Job Placement (X1), Work Environment (X2) and Competence (X3) on Job Satisfaction (Z) is 0.709, meaning that the influence of Job Placement (X1), Work Environment (X2) and Competence (X3) on Job Satisfaction (Z) is 70.9%. The remaining 19.1% is influenced by other variables outside the variables in this study. Then the Adjusted R Square of the influence of Job Placement (X1), Work Environment (X2), Competence (X3) and Job Satisfaction (Z) on Work Effectiveness (Y1) is 0.643, meaning that the influence of Job Placement (X1), Work Environment (X2), Competence (X3) and Job Satisfaction (Z) on Work Effectiveness (Y1) is 64.3%. The remaining 35.7% is influenced by other variables outside the variables in this study.

Direct Effect Test

Table 4. Direct Effect (Path Coefficients)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Placement (X1) -> Job Satisfaction (Z)	0,184	0,182	0,064	2,882	0,004
Work Environment (X2) -> Job Satisfaction (Z)	0,534	0,544	0,070	7,645	0,000
Competence (X3) -> Job Satisfaction (Z)	0,223	0,213	0,074	3,037	0,003
Job Satisfaction (Z) -> Work Effectiveness (Y)	0,141	0,148	0,082	1,732	0,084
Job Placement (X1) -> Work Effectiveness (Y)	0,170	0,169	0,068	2,500	0,013
Work Environment (X2) -> Work Effectiveness (Y)	0,159	0,152	0,085	1,872	0,062
Competence (X3) -> Work Effectiveness (Y)	0,441	0,439	0,068	6,443	0,000

Source: Processed by researchers (2024)

Based on the table above, it is known that:

1. Job Placement Variable (X1) on Job Satisfaction (Z) has a p value of 0.004 <0.05 with a t-statistic of 2.882 > t-table value of 1.96, which indicates that Job Placement has a significant positive effect on Job Satisfaction (Ha1 Accepted).
2. Work Environment Variable (X2) on Job Satisfaction (Z) has a p value of 0.000 <0.05 with a t-statistic of 7.694 > t-table value of 1.96, which indicates that Work Environment has a significant positive effect on Job Satisfaction (Ha2 Accepted).
3. The Competence variable (X3) on Job Satisfaction (Z) has a p value of 0.003 <0.05 with a t-statistic of 3.037 > t-table value of 1.96, which indicates that Competence has a significant positive effect on Job Satisfaction (Ha3 Accepted).
4. The Job Satisfaction variable (Z) on Work Effectiveness (Y1) has a p value of 0.084 > 0.05 with a t-statistic of 1.73 <t-table value of 1.96, which indicates that job satisfaction has a positive but insignificant effect on Work Effectiveness (Ha4 Rejected).
5. The Job Placement variable (X1) on Work Effectiveness (Y1) has a p value of 0.013 <0.05 with a t-statistic of 2.500 > t-table value of 1.96, which indicates that Job Placement has a significant positive effect on Work Effectiveness (Ha5 Accepted).
6. The Work Environment variable (X2) on Work Effectiveness (Y1) has a p value of 0.062 > 0.05 with a t-statistic of 1.87 <t-table value of 1.96, which indicates that the Work Environment has an insignificant positive effect on Work Effectiveness (Ha6 Rejected).
7. The Competence variable (X3) on Work Effectiveness (Y1) has a p value of 0.000 < 0.05 with a t-statistic of 6.433 > t-table value of 1.96, which shows that Competence has a significant positive influence on Work Effectiveness (Ha7 Accepted).

Indirect Effect Test

Table 5. Indirect Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Competence (X3) > Job Satisfaction (Z) > Work Effectiveness (Y)	0,032	0,033	0,024	1,325	0,186
Work Environment (X2) > Job Satisfaction (Z) > Work Effectiveness (Y)	0,075	0,080	0,044	1,702	0,089
Job Placement (X1) > Job	0,026	0,027	0,018	1,445	0,149

Satisfaction (Z) > Work Effectiveness (Y)					
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Source: Processed by researchers (2024)

Based on the table above, it is known that:

1. Job Satisfaction variable (Z) mediates the influence of Job Placement (X1) on Work Effectiveness (Y1) has a p value of $0.149 > 0.05$ with a t-statistic of $1.445 < t$ -table value of 1.96 , then Job Satisfaction has a positive and insignificant influence in mediating Job Placement on Work Effectiveness (Ha8 Rejected).
2. Job Satisfaction variable (Z) mediates the influence of Work Environment (X2) on Work Effectiveness (Y1) has a p value of $0.089 > 0.05$ with a t-statistic of $1.702 < t$ -table value of 1.96 , then Job Satisfaction has a positive and insignificant influence in mediating Work Environment on Work Effectiveness (Ha9 Rejected).
3. The Job Satisfaction variable (Z) mediates the influence of Competence (X3) on Work Effectiveness (Y1) has a p value of $0.186 > 0.05$ with a t-statistic of $1.325 < t$ -table value of 1.96 , so Job Satisfaction has a positive and insignificant influence in mediating Competence on Work Effectiveness (Ha10 Rejected).

5. CONCLUSIONS, SUGGESTIONS AND IMPLICATIONS

Conclusion

Based on the results of the research and discussion, the following conclusions can be drawn:

1. Job placement has a significant positive effect on the Job Satisfaction of Functional Officials of the Riau Islands Province.
2. Work environment has a significant positive effect on the Job Satisfaction of Functional Officials of the Riau Islands Province.
3. Competence has a significant positive effect on the Job Satisfaction of Functional Officials of the Riau Islands Province.
4. Job satisfaction has a positive but insignificant effect on the Work Effectiveness of Functional Officials of the Riau Islands Province.
5. Job placement has a significant positive effect on the Work Effectiveness of Functional Officials of the Riau Islands Province.
6. Work environment has a positive but insignificant effect on the Work Effectiveness of Functional Officials of the Riau Islands Province.
7. Competence has a significant positive effect on the Work Effectiveness of Functional

Officials of the Riau Islands Province.

8. Job Satisfaction has a positive and insignificant influence in mediating Job Placement on the Work Effectiveness of Functional Officials of the Riau Islands Province Equivalency.
9. Job Satisfaction has a positive and insignificant influence in mediating Work Environment on the Work Effectiveness of Functional Officials of the Riau Islands Province Equivalency.
10. Job Satisfaction has a positive and insignificant influence in mediating Competence on the Work Effectiveness of Functional Officials of the Riau Islands Province Equivalency.

Suggestion

Based on the conclusions obtained from the above research, the following suggestions are made:

1. To improve Job Placement, Match employee placement with their skills, experience, and interests to ensure they are placed in suitable positions, and Provide opportunities for training and skills development in line with their career goals.
2. To improve the work environment, pay attention to the comfort, safety, cleanliness and comfort of the workspace to create a healthy and supportive environment, Especially Prioritize work safety by identifying and reducing risks in the workplace.
3. To improve Competence: Provide structured training programs that are relevant to employee job needs and career goals., Focus on developing technical skills, leadership, time management, and communication.
4. To improve job satisfaction, Support a healthy work-life balance. Avoid work overload and provide flexibility in work schedules and remote work options where possible. Continuously analyze and measure employee job satisfaction levels and be responsive to findings. Make continuous improvements based on employee feedback.
5. To improve Job Placement on Work Effectiveness, conduct a comprehensive analysis of job needs and available position demands, conduct continuous monitoring of job placement and evaluate its impact on work effectiveness
6. To improve Work Environment on Work Effectiveness, pay attention to the quality of work facilities such as work space, furniture, lighting, and ventilation to create a

comfortable and productive environment. Cultivate an inclusive work environment, where every employee feels valued and heard. So that it will have an impact on

increasing work effectiveness.

7. To improve Competence on Work Effectiveness, Identify the skills, knowledge, and behaviors needed to improve performance at various levels and functions, adjust training to the level of skills and experience of employees to ensure its relevance and effectiveness.
8. To improve Job Placement on Work Effectiveness through employee job satisfaction, an effective way that can be done is to analyze needs and positions and responsibilities in depth and regularly evaluate appropriate performance management.
9. To improve the work environment on Work Effectiveness through employee job satisfaction, an effective way that can be done is to provide flexibility, reduce work stress, create a safe, comfortable and exciting environment for employees.
10. To improve Competence in Work Effectiveness through employee job satisfaction, an effective way that can be done is to provide opportunities for employees to apply newly learned skills in relevant projects or tasks that will increase their job satisfaction and provide support and constructive feedback to ensure effective implementation of new skills in real work situations.

Implications

The implications of this study can be stated as follows.

1. Theoretical Implications

Theoretically, work effectiveness in the context of human resource management (HR) includes efforts to maximize employee productivity and efficiency through the application of HR management theories and practices. The Work Effectiveness Model in this study involves the Aspects of Job Placement, Work Environment, Competence and Job Satisfaction in developing the concept of its substantial study to create optimal work effectiveness. By integrating these theories into HR management practices, organizations can improve job placement, create a conducive work environment, develop employee competencies, and increase job satisfaction. All of this will ultimately contribute to the overall effectiveness of the organization.

2. Practical Implications

Work effectiveness in the Aspects of Job Placement, Work Environment, Competence and Job Satisfaction. Using a comprehensive recruitment process to assess the suitability of candidates for the job, creating an ergonomic and comfortable work environment, Providing ongoing training programs to improve employee knowledge and skills according to organizational needs and technological developments and Implementing a

fair and transparent reward and recognition system to appreciate employee performance and contribution.

3. Methodological Implications

Causal research studies can be developed based on solid theoretical studies. Based on this solid theoretical study, it will be theoretically confirmed with data. The results can be supported by data or not supported by data. Both of them, not only this research then stops when the research that is successfully supported by data or not or has not been supported by data, but this research must be verified through subsequent research to obtain more credible research results.

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