

The Effect of Job Placement and Leadership Style on Employee Performance with Work Discipline as an Intervening Variable in the Pltmg Mpp Manokwari 2 Company

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Abstract

Keywords:

Job Placement, Leadership Style, Work Discipline, Employee Performance

This study aims to analyze the influence of job placement and leadership style on employee performance with work discipline as an intervening variable at PLTMG MPP Manokwari 2. The research applies a quantitative approach using the Partial Least Square (PLS) analysis method. The population consists of all 36 employees of PLTMG MPP Manokwari 2, using a saturated sampling technique. The results show that job placement and leadership style have a positive and significant effect on employee performance. Both variables also have a positive and significant effect on work discipline. Furthermore, work discipline has a positive and significant effect on employee performance and acts as an intervening variable in the relationship between job placement and leadership style toward performance. Therefore, proper job placement, effective leadership, and high work discipline can optimally improve employee performance at PLTMG MPP Manokwari 2.

INTRODUCTION

Companies in the modern era are faced with the demand to have competent, adaptive, and high-performing human resources (HR) in order to achieve organizational effectiveness. Human resources are the main asset that determines the success of the organization because all company activities depend on the ability, motivation, and discipline of employees in carrying out their duties. According to Marlina and Wiryawan (2019), good human resource management does not only focus on technical skills, but also on the right placement and effective leadership so that employee performance can be achieved optimally.

Employee performance is the result of work achieved by a person in carrying out his or her responsibilities based on skills, experience, and seriousness of work (Ekhsan et al., 2020). Good performance plays an important role in increasing the productivity, efficiency, and competitiveness of the organization. However, performance improvement does not occur automatically, but is influenced by a number of factors such as job placement, leadership style, and work discipline. Work placements that match employees' skills and potential allow them to perform optimally, while the right leadership style can create a conducive, motivating, and disciplined work environment.

Previous research by Lomban, Taroreh, and Pandowo (2017) showed that work placement and leadership style have a positive effect on employee performance. However, several other studies such as Wicaksono (2019) have found that leadership style does not always have a significant influence on performance, as there are other factors such as organizational culture and a more dominant supervisory system. The difference in these findings shows that there is a

research gap related to the relationship between job placement, leadership style, and employee performance. In addition, most previous studies have only examined the direct relationship between variables without considering the role of work discipline as an intervening variable, even though work discipline has the potential to strengthen this relationship.

Work discipline is an important factor in bridging the influence of job placement and leadership style on performance. Bukit, Yamali, and Ananda (2019) stated that work discipline mediates the relationship between leadership style and performance, because effective leadership can foster a disciplined attitude that has an impact on improving performance. Thus, work discipline plays a role not only as a result of managerial policies, but also as a psychological mechanism that strengthens the relationship between key variables in the organization. A similar phenomenon also occurred at the MPP Manokwari 2 PLTMG, one of the power generation units under PLN that plays a role in providing energy for the Manokwari area.

Based on initial observations, it was found that some employees have not been placed according to their skills, and the organization's communication process has not been fully evenly distributed to all levels of employees. However, the level of work discipline is relatively high thanks to the implementation of a strict attendance system and operational standards. This condition raises the question of how job placement and leadership style affect employee performance through work discipline as a connecting variable.

Based on this description, this study aims to analyze the influence of job placement and leadership style on employee performance with work discipline as an intervening variable in PLTMG MPP Manokwari 2 companies. The contribution of this research lies in its efforts to fill the gap in previous research by presenting a more comprehensive model through the addition of work discipline as an intervening variable. In addition, this research makes a practical contribution to company management in designing performance improvement strategies through proper placement, effective leadership, and strengthening the culture of work discipline.

METHODS

This study uses a quantitative approach. Data collection is carried out with research instruments, while the data analysis is quantitative or using statistics, with the aim of testing the hypothesis that has been determined. This research was conducted at the MPP Manokwari Gas Engine Power Plant (PLTMG). Precisely located at JL. Trikora Arfai II Km.19 Anday Village, South Manokwari District, Manokwari Regency. The research time was conducted in May - September 2025. The population in this study is all employees of the MPP Manokwari 2 PLTMG Company which totals 36 people. The sampling technique used is saturated samples. The data analysis technique used is *Partial Least Square* (PLS). To test the feasibility of research instruments by determining the validity and reliability of research data

RESULTS AND DISCUSSION

Testing of Measurement Model Research Instruments (*Outer Model*). The measurement model (*outer model*) in SEM aims to ensure that the indicator truly describes the variables being measured and the results are reliable.

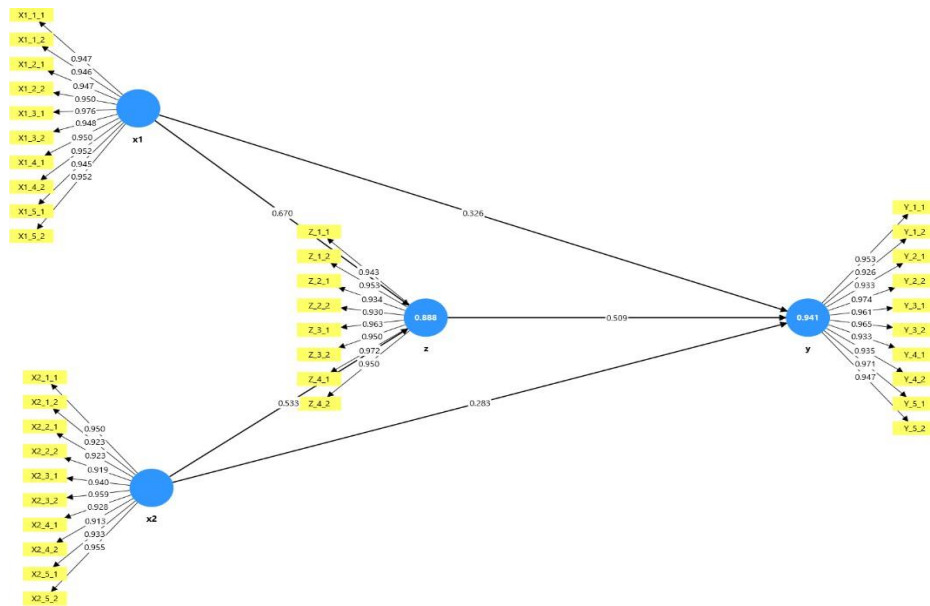


Figure 1: Measurement Model (*Outer Model*)

Source: Data processing with SmartPLS 4 (2025)

1. Convergent *Validity*

On convergent validity, the indicator can be declared valid if it has a *loading factor value* or *Outer loading* more than 0.7. AVE value, where a value of > 0.5 indicates the conditions are met.

Table 1. *Outer Loading*

	Work Placement (X1)	Leadership Style (X2)	Performance (Y)	Work Discipline (Z)
X	0.947			
1_1_1				
X	0.946			
1_1_2				
X	0.947			
1_2_1				
X	0.950			
1_2_2				
X	0.976			
1_3_1				
X	0.948			
1_3_2				
X	0.950			
1_4_1				
X	0.952			
1_4_2				

X	0.945	
1_5_1		
X	0.952	
1_5_2		
X		0.950
2_1_1		
X		0.923
2_1_2		
X		0.923
2_2_1		
X		0.919
2_2_2		
X		0.940
2_3_1		
X		0.959
2_3_2		
X		0.928
2_4_1		
X		0.913
2_4_2		
X		0.933
2_5_1		
X		0.955
2_5_2		
Y		0.953
_1_1		
Y		0.926
_1_2		
Y		0.933
_2_1		
Y		0.974
_2_2		
Y		0.961
_3_1		
Y		0.965
_3_2		
Y		0.933
_4_1		
Y		0.935
_4_2		
Y		0.971
_5_1		
Y		0.947
_5_2		

Z	0.943
_1_1	
Z	0.953
_1_2	
Z	0.934
_2_1	
Z	0.930
_2_2	
Z	0.963
_3_1	
Z	0.950
_3_2	
Z	0.972
_4_1	
Z	0.950
_4_2	

Source: Data processing with SmartPLS 4 (2025)

Based on the calculation results in the table above, it can be seen that the loading *factor* value of each indicator is greater than 0.7. Thus, it can be concluded that *the convergent validity* requirements have been met.

Table 2. *Average Variance Extracted (AVE)*

<i>Average variance extracted (AVE)</i>	
Work Placement (X1)	0.905
Leadership Style (X2)	0.873
Performance (Y)	0.902
Work Discipline (Z)	0.901

Source: Data processing with SmartPLS 4 (2025)

Based on the table above, the AVE value of job placement (X1), leadership style (X2), employee performance (Y) and work discipline (Z) > 0.5 each. Thus, all variables have met the criteria for convergent validity and can be used at the next stage of analysis.

2. Discriminant *Validity*

Discriminant validity is used to ensure that each concept on a latent variable is not the same as another. Discriminant validity can be measured through *cross loading*. An indicator is said to be feasible if the cross loading value is > 0.7.

Table 3. *Cross loading*

Work Placement (X1)	Style Leadership (X2)	Perfor mance (Y)	Disci pline Wor k (Z)

X1_1_1	0.947	0.117	0.710	0.72
			4	
X1_1_2	0.946	0.267	0.781	0.75
			9	
X1_2_1	0.947	0.261	0.770	0.77
			1	
X1_2_2	0.950	0.170	0.753	0.75
			5	
X1_3_1	0.976	0.265	0.788	0.78
			1	
X1_3_2	0.948	0.233	0.772	0.77
			3	
X1_4_1	0.950	0.209	0.737	0.75
			5	
X1_4_2	0.952	0.117	0.673	0.68
			0	
X1_5_1	0.945	0.205	0.769	0.74
			0	
X1_5_2	0.952	0.209	0.726	0.72
			9	
X2_1_1	0.210	0.950	0.654	0.64
			0	
X2_1_2	0.276	0.923	0.716	0.68
			3	
X2_2_1	0.129	0.923	0.604	0.55
			3	
X2_2_2	0.177	0.919	0.654	0.66
			7	
X2_3_1	0.119	0.940	0.559	0.55
			3	
X2_3_2	0.243	0.959	0.715	0.67
			0	
X2_4_1	0.211	0.928	0.663	0.60
			9	
X2_4_2	0.191	0.913	0.628	0.59
			9	
X2_5_1	0.259	0.933	0.682	0.68
			9	
X2_5_2	0.187	0.955	0.627	0.64
			6	
Y_1_1	0.793	0.628	0.953	0.93
			6	
Y_1_2	0.684	0.649	0.926	0.89
			7	

Y_2_1	0.741	0.697	0.933	0.90
Y_2_2	0.765	0.688	0.974	0.91
Y_3_1	0.748	0.671	0.961	0.90
Y_3_2	0.793	0.634	0.965	0.93
Y_4_1	0.792	0.592	0.933	0.91
Y_4_2	0.675	0.723	0.935	0.89
Y_5_1	0.731	0.716	0.971	0.89
Y_5_2	0.753	0.645	0.947	0.9
Z_1_1	0.718	0.669	0.936	0.9
Z_1_2	0.797	0.623	0.910	0.9
Z_2_1	0.700	0.670	0.900	0.9
Z_2_2	0.702	0.649	0.893	0.9
Z_3_1	0.774	0.604	0.901	0.9
Z_3_2	0.765	0.643	0.926	0.9
Z_4_1	0.737	0.674	0.906	0.9
Z_4_2	0.775	0.624	0.895	0.9

Source: Data processing with SmartPLS 4 (2025)

Based on the results of cross loading, each indicator has a higher value in its variable than the other, so it can be concluded that all indicators have met the *discriminant validity* well.

3. Reliability

The reliability test was carried out by looking at *the composite reliability* and *Cronbach's alpha* values. A variable is declared reliable if the two values are > 0.7 each, which means that the variable is consistent and trustworthy.

Table 4. *Composite Reliability Dan Cronbach's Alpha*

	<i>Cronbach's alpha</i>	<i>Composite reliability</i>
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Work Placement (X1)	0.988	0.990
Leadership Style (X2)	0.984	0.986
Performance (Y)	0.988	0.989
Work Discipline (Z)	0.984	0.987

Source: Data processing with SmartPLS 4 (2025)

Based on table 4, the *composite reliability and cronbach's alpha* values for each variable are greater than 0.70. These results show that the research instruments used are consistent and stable.

Structural Model Testing (*Inner Model*)

1. R-Square (R2)

The R-square test is used to determine how strong the effect or influence of an independent variable is on the dependent variable.

Table 5. R-Square Value (R2)

	R-square
Performance (Y)	0.941
Work Discipline (Z)	0.888

Source: Data processing with SmartPLS 4 (2025)

Based on the table, the R² value of employee performance is 0.941 and work discipline is 0.888, both of which are in the strong category. This high R² value indicates that the relationship between variables is very good.

F-Square (F2)

F-Square (F2) is used to help see which variables have the most strong, moderate or weak effect on other variables in the study.

Table 6. F-Square Value (F2)

X1	X2	Y	Z
Work Placement (X1)		0	3
		.355	.829
Leadership Style (X2)		0	2
		.378	.421
Performance (Y)			
Work Discipline (Z)		0	
		.492	

Source: Data processing with SmartPLS 4 (2025)

The results showed that the F-Square value of work placement, leadership style, and work discipline each had a strong influence on other variables. Job placement had a strong effect on performance (0.355) and work discipline (3.829), leadership style had a strong effect on performance (0.378) and work discipline (2.421), while work discipline had a strong effect on performance (0.492). This indicates that the relationships between variables are very strong.

2. Q-Square (Q2)

Q-square in this study to see the predictive ability of the research model. That is, how well the independent variables (x) in the model can explain or predict the bound variable (y/z).

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0.941)(1 - 0.888)$$

$$Q^2 = 1 - (0.059)(0.112)$$

$$Q^2 = 1 - 0.006608 = 0.993$$

Based on the results of the calculation, the *Q-Square* value was obtained 0.993. This shows that the model has strong predictive capabilities.

Hypothesis Testing

1. Direct Effect

Direct influence hypothesis testing aims to prove the direct influence of one variable on another variable without going through intermediaries.

Table 7. Direct Influence Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	
y	x1 -> 6	0.32	0.323	0.132	2.473	0.013
z	x1 -> 0	0.67	0.667	0.077	8.678	0.000
y	x2 -> 3	0.28	0.278	0.097	2.926	0.003
z	x2 -> 3	0.53	0.536	0.073	7.333	0.000
	z -> y 9	0.50	0.515	0.164	3.114	0.002

Source: Data processing with SmartPLS 4 (2025)

Based on the test results, the following conclusions can be drawn:

1. Direct effect of job placement (X1) on employee performance (Y)

The relationship between job placement (X1) and employee performance (Y) had a positive value of 0.326 with a *t-statistic* value of 2.473 and a *p-value* of 0.013. This indicates a positive and significant direction of the relationship, so that good job placement directly improves employee performance.

2. Direct effect of job placement (X1) on work discipline (Z)

The relationship between job placement (X1) and work discipline (Z) had a positive value of 0.670 with a *t-statistic* value of 8.678 and a *p-value* of 0.000. This shows a positive and significant direction of the relationship, so that job placement directly improves work discipline.

3. Direct influence of leadership style (X2) on employee performance (Y)

The relationship between leadership style (X2) and employee performance (Y) had a positive value of 0.283 with a *t-statistic* value of 2.926 and a *p-value* of 0.003. This indicates the direction of a positive and significant relationship, so that the leadership style directly improves

employee performance.

4. Direct influence of leadership style (X2) on work discipline (Z)

The relationship between leadership style (X2) and work discipline (Z) had a positive value of 0.533 with a *t-statistic* value of 7.333 and a *p-value* of 0.000. This indicates the direction of positive and significant relationships, so that the leadership style directly improves work discipline.

5. Direct influence of work discipline (Z) on employee performance (Y)

The relationship between work discipline (Z) and employee performance (Y) had a positive value of 0.509 with a *t-statistic* value of 3.114 and a *p-value* of 0.002. This shows the direction of positive and significant relationships, so that work discipline directly improves employee performance.

2. Indirect Effect

This hypothesis test aims to see the influence that occurs indirectly, namely through mediation variables before finally affecting independent variables.

Table 8. Indirect Influence Test Results

	Original sample	Original mean (O)	Sample mean (M)	Standard deviation (STD)	T statistics (O/STDEV)	P values
x1 -> z -> y	0.341	0.34	0.343	0.115	2.972	0.003
x2 -> z -> y	0.271	0.27	0.278	0.101	2.675	0.007

Source: Data processing with SmartPLS 4 (2025)

Based on the test results, the following conclusions can be drawn:

1. Job Placement → Work Discipline → Employee Performance

The indirect effect of job placement (X1) on employee performance (Y) through work discipline (Z) has a coefficient value of 0.341, with a *t-statistic* of 2.972 and a *p-value* of 0.003. Thus, job placement through work discipline has been proven to improve employee performance.

2. Leadership style → Work discipline → Employee Performance

The indirect influence of leadership style (X2) on employee performance (Y) through work discipline (Z) has a coefficient value of 0.271, with a *t-statistic* of 2.675 and a *p-value* of 0.007. Thus, a leadership style through work discipline is proven to improve employee performance.

DISCUSSION

1. The Effect of Job Placement on Employee Performance

The results of the study show that job placement has a positive and significant effect on employee performance. The more the position matches the employee's expertise, experience, and background, the higher the performance achieved. These findings support the theory of *the right man on the right job* (Hasibuan, 2016) and are in line with the research of Lomban, Taroreh, and Pandowo (2017), Hasyim (2024), and Sumanti, Rumawas, and Mukuan (2018) which states that proper job placement increases employee motivation and effectiveness. However, some studies such as Oktaviani and Astuti (2019) and Pradana (2020) show different results, where job

placement does not have a direct effect on performance, but rather through other factors such as satisfaction, leadership, and motivation. In the context of PLTMG MPP Manokwari 2, operational work that requires technical expertise and specialized experience makes the right job placement very important to avoid mistakes, increase productivity, and maintain the effectiveness of the company's operations.

2. The Influence of Leadership Style on Employee Performance

The results of the study show that leadership style has a positive and significant effect on employee performance at PLTMG MPP Manokwari 2. The better the leadership style applied, the higher the performance will be. Leaders who are able to give clear direction, communicate effectively, and be role models can increase employee motivation and responsibility. This finding is in line with research by Kartono (in Hasyim, 2020) and Makalew, Tamengkel, and Punuindong (2021) which affirms that leadership plays an important role in encouraging work effectiveness. However, research by Indarti and Kusnanto (2020) shows different results, that the influence of leadership style on performance depends on other factors such as job satisfaction and organizational culture. In the context of PLTMG MPP Manokwari 2, communicative, fair, and consistent leadership is needed because the work is technical and high-risk. Thus, the right leadership style is key in increasing employee motivation, trust, and performance

3. The Effect of Job Placement on Work Discipline

The results of the study showed that job placement had a positive and significant effect on employee work discipline at PLTMG MPP Manokwari 2. The more appropriate the placement is with the competencies, experience, and background of the employee, the higher their discipline. Proper placement makes employees feel comfortable, responsible, and compliant with work rules. This finding is in line with Hasibuan (2018) and Gunawan and Ropikoh (2022) who stated that appropriate placement makes it easier for employees to understand tasks, increase motivation, and form disciplined behavior. However, the research of Nurhayati (2020) and Putra and Arifin (2021) found different results, where discipline was more influenced by motivation and reward systems than work placement itself. At the MPP Manokwari 2 PLTMG company, the majority of employees have been placed according to their expertise, especially in technical positions such as operators and technicians. This makes them more adaptable, complying with SOPs, and showing high discipline in working hours and task completion

4. The Influence of Leadership Style on Work Discipline

This study shows that leadership style has a positive and significant effect on employee work discipline. This means that the better the leadership style applied, the more disciplined the employee will be in carrying out their duties. Leaders who are able to provide clear directions, enforce rules consistently, and be role models will foster employee compliance and responsibility for work. These results are in line with the research of Rosalina and Wati (2020) and Halawa and Karneli (2025) who concluded that effective leadership can shape disciplined behavior and foster an orderly work culture. At PLTMG MPP Manokwari 2, leaders show discipline through tangible actions such as arriving on time and obeying SOPs, so that they are able to maintain employee discipline despite challenges in delivering information.

5. The Influence of Work Discipline on Employee Performance

The results of the study show that work discipline has a positive and significant effect on employee performance. The higher the discipline, the better the performance will be. Compliance with working hours, use of safety equipment, and completion of tasks according to SOPs has been proven to support the achievement of the company's operational targets. This finding is in

line with Pranitasari and Khotimah (2021) who emphasized that work discipline is an important factor in improving performance. Work discipline also plays a role as an intervening variable between job placement and leadership style on performance. The results of the indirect influence test showed that discipline strengthened the relationship between the two. Research by Akerina, Tatimu, and Rogahang (2022) and Bukit, Yamali, and Ananda (2019) supports that proper placement and leadership will be more effective in improving performance if accompanied by good discipline. At PLTMG MPP Manokwari 2, the implementation of rules such as fingerprint attendance, routine apples, and compliance with SOPs creates an orderly and responsible work culture. Thus, work discipline is a key factor that connects the influence of placement and leadership to improving employee performance.

CONCLUSION

Based on the results of the analysis and discussion that have been explained earlier, conclusions can be made from this study as follows:

1. Job placement (X1) has a positive and significant effect on employee performance (Y) at PLTMG Manokwari 2.
2. Leadership style (X2) has a positive and significant effect on employee performance (Y) at PLTMG Manokwari 2.
3. Work placement (X1) has a positive and significant effect on work discipline (Z) at PLTMG Manokwari 2.
4. Leadership style (X2) has a positive and significant effect on work discipline (Z) at PLTMG Manokwari 2.
5. Work discipline (Z) has a positive and significant effect on employee performance (Y) at PLTMG Manokwari 2.

Companies are advised to pay more attention to the process of employee job placement. The principle of "*the right man on the right job*" must be applied by considering educational background, skills, experience, and physical and mental health. With appropriate placement, employees will be more adaptable to their work and produce optimal performance

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