

## The Effect of Job Placement and Monetary Rewards on Employee Performance with Work Life Balance as a Moderating Variable at KPPBC TMP a Semarang

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**Abstract.** *This study is an explanatory associative research that aims to analyze the effect of job placement and monetary rewards on human resource (HR) performance, as well as to examine the role of work-life balance as a moderating variable. The population of this study consists of 203 HR personnel at the Customs and Excise Supervision and Service Office Type Madya Pabean A Semarang, including both civil servants and non-civil servants. The research sample consists of 135 respondents selected using a non-probability sampling technique with a convenience sampling approach, considering efficiency of time and ease of data collection. The data consists of primary data obtained through questionnaires using a 5-point Likert scale, and secondary data in the form of HR statistics and respondent profiles. Data analysis was carried out using Partial Least Square (PLS). The results show that job placement has a positive and significant effect on HR performance, indicating that the more appropriate the job placement is based on qualifications and skills, the better the HR performance. Furthermore, monetary rewards also have a positive and significant effect on HR performance, meaning that the higher the financial compensation provided, the better the performance achieved. In addition, work-life balance was found to significantly moderate the relationship between monetary rewards and HR performance. This finding confirms that the higher the employees' work-life balance, the stronger the impact of financial rewards on performance improvement.*

**Keywords:** *Balance; Monetary; Placements; Rewards.*

### 1. Introduction

Customs and excise institutions play a crucial role in a country's economic and financial system. As the agency responsible for overseeing and controlling goods entering and leaving the country, Customs and Excise serves as the front line in maintaining economic sovereignty, protecting the public, and supporting the national economy. The institution's primary duties include collecting import duties and excise, overseeing the circulation of

goods, and preventing smuggling and illegal trade that could harm the state.

This institution acts as the gatekeeper of the nation's economy. Customs and Excise not only collects state revenue through taxes and tariffs, but also protects domestic industries from illegal trade practices that could damage the domestic market. Furthermore, Customs and Excise plays a role in maintaining national security by preventing the smuggling of prohibited goods, such as narcotics, weapons, and other dangerous goods, which could jeopardize the country's social and political stability.

On the other hand, Customs and Excise also supports globalization and international trade by ensuring that import and export processes are transparent and in accordance with applicable regulations. Through an efficient and integrated system, Customs and Excise facilitates the smooth flow of goods, ensures the safety of products in circulation, and enhances the country's competitiveness in the global market. Overall, the existence of the Customs and Excise institution is not only crucial for state revenue but also for creating a healthy, fair, and secure economic climate for all levels of society.

The level of satisfaction with the services of the Directorate General of Customs and Excise (DJBC) is measured through the Service User Satisfaction Index obtained from the results of a survey of service users. In 2023, DJBC recorded a national satisfaction index of 4.66 on a scale of 5, which falls into the "Very Satisfied" category. Meanwhile, the level of service satisfaction within the DJBC Regional Office of Central Java and Yogyakarta in 2024 was recorded at 3.680 on a scale of 4, which also falls into the "Very Satisfied" category, although there was a decrease of 0.087 points compared to the previous year. Based on this information, it can be concluded that the satisfaction index in 2023 for the DJBC Regional Office of Central Java and Yogyakarta was 3.767.

DJBC Service User Satisfaction Index Table (2022–2024)

Year	Level (Region)	Scale	Satisfaction Index	Category	Information
2022	Regional Office of Directorate General of Customs and Excise of Central Java & DIY	4	4.50	Very satisfied	
2023	National DJBC	5	4.66	Very satisfied	Up 0.16
2023	Central Java & DIY Regional Office of Directorate General of Customs and Excise (calculated)	4	3,767	Very satisfied	Estimated result (3.680 + 0.087)
2024	Regional Office of Directorate General of Customs and Excise of Central	4	3,680	Very satisfied	Down 0.087 points from 2023

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Optimal human resource (HR) performance is crucial for Customs and Excise institutions to effectively carry out their duties, such as monitoring the flow of goods, collecting taxes, and preventing smuggling. Qualified and competent HR can create a healthy, fair, and secure economic climate, as well as support economic stability and national security (Munadil et al., 2024). With adequate skills, Customs and Excise employees can carry out their duties efficiently, protect domestic industries, and ensure legitimate international trade. Optimal HR performance also contributes to the implementation of fair policies, maintaining transparency, and building public trust, ultimately benefiting all levels of society.

Employee performance is one of the main indicators in determining the success of an organization in achieving its strategic goals (Hidayani, 2016). At the Semarang Type A Customs and Excise Supervision and Service Office (KPPBC), improving employee performance is crucial to ensure efficient, effective service, and compliance with applicable regulations. This aligns with the KPPBC's strategic role in supporting customs supervision, public protection, and state revenue collection.

One factor believed to significantly influence employee performance is job placement (Safrida & Syah, 2024). Appropriate placement, aligned with an employee's skills, preferences, and location, not only increases productivity but also minimizes the risk of stress from assignments far from family or supportive social environments (Bao et al., 2021). Appropriate job placement provides emotional comfort for employees, allowing them to focus more on carrying out their duties and responsibilities (Rachmawati & Rijanto, 2024).

Job placement is the assignment of an employee to a new job (Rachmawati & Rijanto, 2024). Placement is the process of filling a position or reassigning an employee to a new or different task or position (Suci et al., 2023). One of the efforts that can determine the process of employee placement in an organization, especially a corporate organization, depends on employee performance (Muslimat, 2020). Inappropriate job placement can result in less than optimal employee work performance. The implication is that employee performance over a certain period of time is certainly not at a good level, and employee contributions may even be low to the company.

Home-based employee assignments at customs and excise offices, which focus on assigning employees to locations close to their homes, benefit both employees and the institution. This placement reduces the stress of long commutes, saves time, and improves work-life balance, which in turn can increase productivity and job satisfaction. For customs and excise offices, appropriate placement helps increase employee commitment, improve service quality, and enable employees to better understand local issues relevant to their duties. This contributes to improved overall institutional performance and operational effectiveness.

Furthermore, high take-home pay/financial rewards are also important factors that can

boost employee motivation and performance (Nguyen & Prentice, 2022). Adequate income, including salary, benefits, and other incentives, provides a sense of satisfaction and appreciation for employees' contributions to the organization (Ramli et al., 2023). With better levels of well-being, employees tend to have a higher commitment to optimal performance and meet established performance targets.

Monetary rewards for Customs and Excise employees should consider the proportionality between the workload, responsibilities, and risk levels of each individual's work. Distributive justice requires that employees who face more complex work, such as those working in the field, dealing directly with importers, or handling cases of legal violations, receive compensation commensurate with the pressure and risks they bear. Conversely, if rewards are distributed evenly without regard to variations in workload, this can create a sense of injustice, reduce motivation, and trigger conflict or decreased performance among employees. According to equity theory by Adams (1965), employees will feel satisfied if the ratio between their contribution (effort) and the results (rewards) they receive is assessed comparable to that of their colleagues. Therefore, to maintain the morale and productivity of Customs and Excise employees, it is crucial for organizations to implement a reward system that is transparent, objective, and based on the actual performance and responsibilities of each individual.

These findings suggest that while financial rewards do not consistently impact performance, there are certain situations where monetary incentives, such as salary and commission, can significantly contribute to improving HR performance. Financial rewards, or monetary compensation, are often considered a key factor influencing human resource (HR) performance, but various studies have yielded mixed results. Some studies, such as those conducted by (Anthonius, 2022), indicate that financial rewards have no significant impact on work performance.

Similarly, research by Briscoe et al., 2023, confirmed no significant relationship between monetary incentives and teacher performance. Furthermore, Alkandi et al., 2023, also found no significant direct effect between incentives and rewards on employee performance. However, research by NNUbia & Lovina, 2020, revealed a significant positive relationship between salaries and wages and employee performance, as well as a significant positive relationship between commissions and employee performance.

Therefore, a more in-depth study is needed to understand the conditions and factors that influence the effectiveness of financial rewards in improving employee performance. Therefore, this study aims to analyze how these two factors influence employee performance improvement at KPPBC TMP A Semarang, with work-life balance as a moderating variable.

*Work-life balance* Work-life balance has become an increasingly important factor in the modern workplace, particularly in the context of improving human resource (HR) performance and retention (Sirgy & Lee, 2018). A good balance between work and personal

life not only helps individuals manage stress but also improves overall well-being, which in turn positively impacts their performance (Bataineh, 2019). When employees have sufficient time to rest, interact with family, or pursue personal interests, they tend to be more motivated and enthusiastic in carrying out their work tasks (Tamunomiebi & Oyibo, 2020). Employees who feel that their work does not compromise their personal life tend to have higher levels of satisfaction, which contributes to increased productivity and work quality (Alfi Anita Zain & Churiyah, 2022).

*Work-life balance* Work-life balance has a significant impact on employee performance because it allows individuals to work with greater focus, mental health, and motivation. When employees feel they have sufficient time for family, rest, and personal activities, they tend to experience lower stress and burnout, resulting in increased productivity. Research by Greenhaus et al. (2003) shows that a good work-life balance is positively correlated with job satisfaction and organizational commitment, which ultimately has a direct impact on improving individual and team performance. Therefore, companies that support flexible work policies, adequate leave, and a healthy work culture will be better able to retain high-performing employees in the long term.

## 2. Research Methods

The type of research used in this study is explanatory research, which is associative in nature, aiming to determine the relationship between two or more variables (Sugiyono, 2012). This study aims to explain and test hypotheses with the aim of confirming or strengthening the hypotheses, with the hope that this will ultimately strengthen the theory used as a basis. In this case, the study examines the influence of job placement, monetary rewards, HR performance, and work-life balance.

## 3. Results and Discussion

### 3.1. Respondent Description

The respondents of this study were employees of the Semarang Type A Customs and Excise Supervision and Service Office, both civil servants and non-civil servants. The study was conducted by distributing research questionnaires from July 13-19, 2025. The results of the distribution of the research questionnaires obtained 135 questionnaires that were completely filled out and could be processed. The description of the respondents can be presented according to their characteristics, which are presented as follows:

Respondent Characteristics Description Table

No	Characteristics	Total Sample n = 101	
		Amount	Percentage (%)
1.	Gender		
	Man	81	60.0
	Woman	54	40.0
2.	Age		



	18 - 30 years old	41	30.4
	31-40 years old	64	47.4
	41 - 50 years old	22	16.3
	> 50 years	8	5.9
3.	Last education		
	Diploma	53	39.3
	Bachelor degree)	67	49.6
	Postgraduate (S2)	15	11.1

Source: Results of research data processing (2024).

Based on the data collected from 135 respondents presented in the table, the distribution by gender shows that the majority of respondents were male (81 people, or 60.0%), while the number of female respondents was 54 people, or 40.0%. This indicates that male participation in this study was more dominant than female. This difference in proportion may reflect the actual population conditions in the work environment that was the object of the study, where the number of male employees is indeed greater.

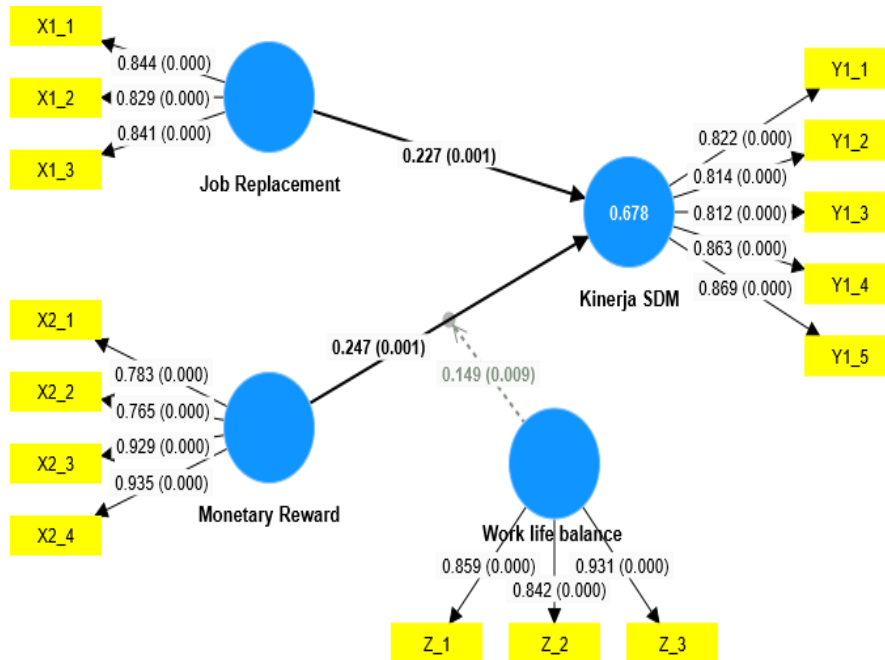
In terms of age, the majority of respondents were in the 31–40 age range, with 64 respondents (47.4%). Furthermore, the 18–30 age group had 41 respondents (30.4%), followed by the 41–50 age group with 22 respondents (16.3%), and only 8 respondents (5.9%) aged over 50. This data indicates that the majority of respondents were in the middle productive age group, typically possessing considerable work experience but still at the peak of their physical and mental productivity.

Based on their most recent education, the majority of respondents (67 respondents, 49.6%) had a Bachelor's degree, followed by 53 Diploma graduates (39.3%), and 15 Postgraduate graduates (11.1%). The high proportion of Bachelor's and Diploma graduates indicates that most employees possess adequate formal educational qualifications to support their work. This can also have positive implications for the quality of task performance and the ability to adapt to changes in policies and technology in the workplace.

### 3.2. Structural Model Evaluation (Inner Model)

Structural model testing (inner model) examines the relationship between latent constructs by estimating the path parameter coefficients and their significance levels (Ghozali, 2011). This procedure is carried out as a step in testing the proposed research hypothesis. The test yields output from the structural model of the loading factor construct, which will explain the influence of the Job Replacement construct on HR Performance through Monetary Rewards and the moderation of Work-Life Balance.

In this case, data processing was performed using the Smart PLS v4.1.0 software tool. The results of this data processing are shown in the following image:



Full SEM-PLS Moderation Model Image

Source: Results of research data processing with Smart PLS 4.1.0 (2025)

Research hypothesis testing is conducted to determine whether a hypothesis is accepted or not by comparing the calculated  $t$  with the  $t$  table with the condition that if the calculated  $t > t$  table, then the hypothesis is accepted. The critical value used when the sample size is greater than 30 and the two-tailed test is 1.65 for a significance level of 10%, 1.96 for a significance level of 5% and 2.57 for a significance level of 1% (Marliana, 2019). In this case, to test the hypothesis used a significance level of 5% where the  $t$  table value is 1.96 (Ghozali & Latan, 2015). The results of testing the influence of each variable in this study can be presented in the following table:

Hypothesis Test Results Table

No	Hypothesis	Original sample	T statistics	P values	Information
1	Job Replacement -> Performance HR	0.227	3,471	0.001	Accepted
2	Monetary Reward -> Performance HR	0.247	3,395	0.001	Accepted
3	Work life balance x Monetary Reward -> HR Performance	0.149	2,608	0.009	Accepted

Source: Primary data processing with Smart PLS 4.1.0 (2024)

Decisions are made based on the calculated statistical test values and predetermined significance levels. Hypothesis testing is performed by comparing the predetermined t-table with the calculated t-value generated from the PLS calculation. Based on the data processing results table above, the results of each proposed hypothesis test can be identified as follows:

1) Hypothesis Testing 1:

*H1: The more appropriate the placement of HR tasks (Job Replacement), the better the HR performance will be.*

In testing hypothesis 1, the original sample estimate value of the influence of Job Replacement on HR performance was obtained at 0.227. This value proves that Job Replacement has a positive effect on HR Performance, the results of which are also strengthened by the results of the t-test which obtained a calculated t value (3.471) > t table (1.96) and p (0.001) < 0.05, so it can be said that there is a positive and significant influence of Job Replacement on HR Performance. Thus, the first hypothesis states that "The more appropriate the placement of tasksHR (Job Replacement) then HR performance will be better"acceptable.

2) Hypothesis Testing 2:

*H2: The higher the Monetary Rewards, the better the HR Performance will be.*

In testing hypothesis 2, the original sample estimate value of the influence of Monetary Rewards on HR performance was obtained at 0.247. This value proves that Monetary Rewards have a positive effect on HR performance, the results of which are also strengthened by the results of the t-test obtained with a calculated value of t (3.395) > t table (1.96) and p (0.001) < 0.05, so it can be said that there is a positive and significant influence of Monetary Rewards on HR performance. Thus, the second hypothesis which states that "The higher the Monetary Rewards, the better HR Performance will be." can be accepted.

3) Hypothesis Testing 3:

*H3: The higher the work-life balance, the stronger the influence of monetary rewards on HR performance.*

In testing hypothesis 4, the original sample estimate value of the influence of the moderating variable (Work-life balance x Monetary Reward) on HR performance was obtained at 0.149. This finding was supported by the results of the t-test which obtained a calculated t value (2.608) > t table (1.96) and p (0.009) < 0.05, so it can be said that Work-life balance has a significant influence on the relationship between Monetary Reward and HR Performance. Thus, the fourth hypothesis states that 'The higher the balancework life will further strengthen the influence of monetary rewards on HR performance.'"acceptable.



### 3.3. Discussion

#### 1) The influence of HR job placement (Job Replacement) on HR performance.

The results of this study reveal that job replacement has a positive and significant impact on human resource (HR) performance. This finding supports previous research that stated that employee job placement (JP) has a positive correlation with employee performance (Rachmawati & Rijanto, 2024). This finding confirms that the more appropriate the job placement process or job position is in accordance with individual abilities, the more optimal HR performance will be. In other words, job placement that considers the appropriateness of qualifications, skills, and experience will significantly contribute to organizational performance.

This compatibility can improve various aspects of performance, from the quantity of work results, the quality of output produced, the timeliness of task completion, attendance rates, and even cooperative attitudes in collaborating with colleagues. Furthermore, appropriate job placement can also minimize mismatches between individuals and their jobs, allowing for optimal utilization of human resources' potential and competencies. This ultimately not only impacts individual performance but also contributes to team effectiveness and the achievement of overall organizational goals.

The Job Replacement variable shows that the indicator with the highest outer loading is qualification suitability, while the HR Performance variable has the highest outer loading is cooperative attitude. These findings indicate that the higher the level of match an individual's qualifications with job demands, the greater the individual's tendency to demonstrate cooperative attitudes at work.

When employees are placed in positions that align with their skills, experience, and educational background, they are more likely to adapt, collaborate, and support their colleagues in achieving shared goals. This demonstrates that qualification matching not only impacts individual effectiveness in carrying out tasks but also fosters a harmonious and collaborative work environment, ultimately contributing significantly to overall organizational performance.

The Job Replacement variable shows that the indicator with the lowest outer loading is skills match, while the HR Performance variable has the lowest outer loading is completion time. These findings indicate that an individual's abilities or skills need to align with the demands of the job. The higher the level of skill match between an employee and their job, the more effective they are in completing tasks within the specified timeframe.

*Mismatch*A mismatch between skills and job requirements can slow down the completion process, while a good skill alignment will support efficiency, accuracy, and completeness of work. This underscores the importance of HR management strategies in ensuring that each employee is placed in a position that aligns with their competencies, thus not only

improving the quality of individual performance but also accelerating the achievement of overall organizational goals.

## 2) The Influence of Monetary Rewards on HR Performance.

The results of this study demonstrate that monetary rewards have a positive and significant impact on human resource (HR) performance. These findings confirm previous research showing that all variables significantly impact employee performance (Noorazem et al., 2021).

These findings indicate that increased financial compensation, whether in the form of salary, bonuses, allowances, or incentives, can motivate employees to perform more optimally. With adequate financial rewards, employees are encouraged to improve the quantity and quality of their work, complete tasks on time, maintain consistent attendance, and demonstrate a more cooperative attitude when working with coworkers.

Furthermore, these findings also support motivation theory, which states that financial rewards serve as an external factor capable of stimulating work motivation. Therefore, organizations that consistently implement fair and competitive compensation systems will be able to create a more productive work environment, higher employee loyalty, and more significant contributions to achieving organizational goals.

The Monetary Reward variable shows that the indicator with the highest outer loading value is incentives, while the HR Performance variable has the highest outer loading value is cooperativeness. These findings indicate that incentives play a dominant role in shaping employee perceptions of the organization's financial reward system. At the same time, cooperativeness is the performance aspect that most reflects the contribution of HR to achieving organizational goals.

The better the incentive system, whether in the form of bonuses, allowances, or other financial rewards, the greater the incentive for employees to demonstrate cooperative behavior in working together, collaborating, and supporting their colleagues. This means that incentives designed fairly, transparently, and aligned with performance not only increase individual motivation but also create a harmonious, collaborative work climate that is oriented toward achieving team and organizational performance as a whole.

The Monetary Reward variable shows that the indicator with the lowest outer loading value is the bonus, while the HR Performance variable has the lowest value is the time to complete the task. These findings indicate that a more robust and proportional bonus system has the potential to increase time efficiency in completing tasks.

When employees feel that the bonuses they receive commensurate with their contributions and efforts, they are more motivated to perform optimally, including completing tasks on time. This emphasizes that bonuses are not merely financial rewards, but also serve as motivational triggers that can accelerate operational performance and improve discipline in

completing tasks.

3) The moderating effect of work-life balance on the influence of monetary rewards on HR performance

*Work-life balance* has been shown to have a significant moderating effect on the relationship between monetary rewards and human resource (HR) performance. Previous research has shown that quality of work life and work-life balance have a positive and significant effect on employee job satisfaction and performance (Respati et al., 2023). This suggests that as employees' work-life balance improves, the positive impact of financial rewards on performance increases. In other words, monetary rewards provided by an organization will not be optimal if employees feel burdened by work and lack adequate work-life balance.

On the other hand, when an organization is able to create balanced working conditions, for example through flexible working hours, adequate rest opportunities, and support for personal needs, the financial rewards received by employees will be more meaningful and encourage them to work more productively, be motivated, and be committed to achieving organizational goals.

The research results show that for the Work-Life Balance variable, the indicator with the strongest contribution is Satisfaction Balance, which describes the extent to which employees feel satisfied in balancing their work and personal lives. For the Monetary Reward variable, the most dominant indicator is incentives, which serve as a form of direct financial reward for employee contributions.

Meanwhile, in the HR Performance variable, the most prominent indicator is cooperative attitude, namely the ability of employees to work together with colleagues and superiors to achieve common goals. This finding indicates that when the level of satisfaction with work-life balance is higher, the incentives provided by the organization will be more effective in encouraging employee cooperation. In other words, incentives not only function as a financial motivational driver, but also become more meaningful when employees feel their lives are balanced and satisfied. In such conditions, the financial rewards received not only increase individual motivation but also reinforce positive behaviors such as cooperation, solidarity, and collective contributions to achieving organizational performance.

The results of the study indicate that for the Work-Life Balance variable, the indicator with the lowest outer loading value is Involvement Balance. For the Monetary Reward variable, the indicator with the lowest value is bonus, while for the HR Performance variable, the indicator with the lowest value is completion time. These findings indicate that when employees are able to maintain a high level of work-life balance, the impact of organizational bonuses on accelerating work completion time is stronger.

Bonuses will be more effective in driving performance if employees are not overly committed to their work but also have the opportunity to manage their engagement in a

balanced way. This is because balanced engagement helps employees manage their energy, focus, and motivation. Therefore, when they receive incentives in the form of bonuses, they are more motivated to work efficiently and complete tasks on time. These findings confirm that financial rewards need to be supported by healthy and balanced working conditions to have an optimal impact on improving human resource performance.

#### 4. Conclusion

The purpose of this study is to analyze the influence of job placement and monetary rewards on HR performance and to examine the role of work-life balance as a moderating variable in both relationships. Based on the results of previous studies, it can be concluded that: Job Replacement has a positive and significant effect on HR performance. These results indicate that the more appropriate the qualifications, skills, and experience are to the workplace, the better the quantity, quality, completion time, attendance at work, and cooperative attitude will be. Monetary Rewards have a positive and significant effect on HR performance. These results indicate that the higher the Monetary Rewards indicated by salary, bonuses, allowances, and incentives, the better the HR performance will be reflected in the quantity, quality, completion time, attendance at work, and cooperative attitude. Work-life balance has been shown to play a significant role in strengthening the relationship between monetary rewards and HR performance. This means that when employees are able to achieve a good level of balance, both in terms of time, involvement, and satisfaction, the positive effect of financial rewards on improving performance will be greater.

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