Effect Of Placement And Motivation Of Employees On Performance Through Competence In PT. Ganada Makmur Jaya Cibinong Bogor

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Abstract: *This study aims to determine the effect of job placement and motivation on work performance through competency simultaneously and partially. The study was conducted on the employees of PT. Ganada Makmur Jaya Cibinong, Bogor. The sampling technique using samples of simple random sampling method, involving 124 people. Analysis of data using path analysis.*
Based on the results showed that the work placement and motivation effect on work performance simultaneously and partially. Job placement and motivation influence on employee performance through competency are greater than the direct effect so that it can be said that the variable competence as an intervening variable.
Keywords: *Placement, Motivation, Competency and Job Performance*

I.   Introduction

The organization is an organization gathering of people or human resources who have a common goal with the process and procedures that have been defined together. Entering the era of globalization, the absolute necessity of strong human resources cannot be denied for success to be achieved. A form of competition that increasingly complex with the variety, intensity and coverage may have never experienced before. These conditions require organizations or companies need people who are skilled and able to adapt quickly to any changes that occur. Achievement of corporate objectives will depend largely on how employees can develop capabilities in areas such as managerial, employee relations, technical and operational.

Many programs of the company in managing its human resources. This can be reflected in the withdrawal process, placement, maintenance, development up with the aim to improve the reliability of the employees are an important factor in the company. Employee placement program is part of the procurement process of employees, thus its implementation should pay attention to the principles of efficiency that the fit between the employee's skills implied by the company concerned with the principles of justice in which every employee is given an equal chance to develop. Placement of the right employees is a way to optimize the knowledge, skills, and attitudes toward employee performance itself and in the long term.

Companies that do not carry out the placement of employees properly can cause some effects like decreasing enthusiasm and excitement to work, work performance result will reduce the productivity of the company itself. The benchmarks of the company's success can be seen from how employees can achieve the work that has been set. Placement of employees is reflected in the suitability of the knowledge, skill conformity, and conformity attitude.

On the other hand, the placement of employees may also have an impact on employee motivation. Motivation is a direct impact experienced by soldiers if the placement positions are not in line with expectations and capabilities. If the employee motivation decreases it will negatively affect the work achieved. Measuring one's motivation is not as easy to assess the work, because the motivation is not real but has a vital role for the employee in performing the tasks given leader or company.

II.   Literature Review

Placement

Rosidah(2009: 189) defines a placement as a policy pursued by the leadership of an agency, or the personnel to determine one employee remains or is placed in a certain position or positions based on considerations of expertise, skills or specific qualifications. Rivai (2009: 198) defines staffing is the assignment

or reassignment of an employee to a new job. Siagian (2008: 169) reveals that not only the placement of new employees but also applies to long-serving employees who have the duties and mutation.

Based on some opinion of the experts above, the authors concluded that staffing is the provision of duty and new jobs to the employees in accordance with the defined scope and is able to account for all possibilities that will happen over the duties, authority, work, and responsibilities.

The dimension which is used to measure the placement employee use dimension placement proposed by Siagian (2005: 19) are:

1. Knowledge is a collection of facts that people have after doing business observations and thoughts and can accumulate.
2. Interest is concern, preferences, tendencies a person's heart contains elements of feelings that can determine an attitude that causes a person active in a particular activity.
3. Skills are skilling a person in completing tasks.
4. Experience is something special expertise that is already owned by someone and had been experienced by such a person.

Motivation

Stanfordin Mangkunegara (2009: 93) defines motivation as "motivation as an energizing condition of the organism that serves to direct that the organism toward the goal of a certain class".

Robbins (2010: 213) defines motivation as an individual's willingness to expend a high effort to achieve organizational goals.

Based on the above understanding, it can be concluded that employee motivation is a response to a number of statements about the whole venture arising from within the employee or influence or encouragement from the outside, in order to work diligently and enthusiastically to achieve optimal results.

Mangkunegara (2009: 61) states that there are several principles in motivating an employee, including the following:

1. Participation principle
   In an effort to motivate workers, employees should be given the opportunity to participate in determining the goals to be achieved by the leader.
2. Principles of communication
   Leaders communicate everything related to achieving the task, with clear information, employees will be more easily motivated works.
3. Recognizing the principle of a share of liege
   Leaders recognize that the subordinate (employee) had a stake in the business goal achievement. With such recognition, it would be easy to motivate employee works.
4. The principle of the delegation of authority
   Leaders who give authority or authority to the employee at any time to be able to take decisions in their work will make the employee be motivated to achieve the objectives expected of the leader.
5. Principles of caring
   Leaders provide the desired attention to what employees, will motivate employees to work as expected by the leader.

Competence

Wibowo (2010: 323) defines competence as an ability to doing or do a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job. Thus, competence demonstrated the skills and knowledge that is characterized by professionalism in a particular field as something that is important, as the flagship of the field.

Competence is also defined as a person's ability to produce at a satisfactory level in the workplace, including a person's ability to transfer and apply the skills and knowledge in new situations and increase the benefits agreed upon. Competence also shows the characteristics of the knowledge and skills possessed or needed by any individual which enables them to perform their duties and responsibilities effectively and improve the professional quality standards in their work.

Nawawi (2006: 1) defines competence as the ability to be owned by one or any worker to be able to successfully carry out a job (effective, efficient, productive and quality) in accordance with the vision and mission organization. Competence can also be interpreted as ownership and control of skills/expertise or abilities required by the job/position of each, consisting of components of cognitive, affective and psychomotor.

Hutapea and Thoha (2008: 28) revealed that there are three main components, namely the establishment of the competence of one's own knowledge, abilities, and behavior of individuals. The description of each component of competence can be seen in the description been below this.

1. Knowledge is information possessed an employee to carry out their duties and responsibilities in accordance field that they (certain), for example, a computer language. Employee knowledge helped determine the success or failure of the implementation of the tasks assigned to them, employees who have sufficient knowledge improve the efficiency of the organization.
2. Skills is an effort to carry out the duties and responsibilities given to individual company employees well and the maximum, for example, a computer programmer.
3. Attitude is a person's behavior patterns of employees in carrying out their duties and responsibilities in accordance with the rules of the organization. If the employee has the properties to support the achievement of the organization, then automatically all the tasks assigned to them will be implemented as well as possible.

Work Performance

Wijono (2010: 61) defines labor capacity as employee efforts to achieve the goal through labor productivity that is displayed in quantity and quality. According to Hasibuan (2008: 94) defines performance as a result of work achieved in executing the tasks assigned to them based on skills, experience, and sincerity as well as time. Siagian (2008: 223) defines the work performance assessment which serves as feedback on various issues such as, fatigue, deficiencies, and potentials which in turn is used to define the goals, plans, and career development paths.

Mondy (2008: 210) defines performance as a system for reviewing and evaluating the results of the employee. From some of the performance presented by the experts above, it can be concluded that the performance is the result of both the quantity and quality of the goods and services that can be achieved in executing the work within a certain time.Sirait (2007: 137) argues that there are several dimensions to measure employee performance, are as follows:
1. Work Quality

Quality work can be measured by the mastery of science and technology owned by the employees in it involves granting employees the opportunity to follow the training, courses, and training that supports improved performance. Quality work can also be measured through an understanding of the scope of the employee will work, understanding the scope of the employee will work, understanding of responsibility and authority carried, accuracy, thoroughness, skill, and success.

2. The Quantity of Labor

The quantity of work can be measured by the level of output results or outputs and speed in completing the workof employees.

3. Consistency Employees

Consistency can be measured among the employees of the development of capabilities and self-actualization is doing for example always follow the development of science and technology, always eager to add insight and desire to move forward.

III. Research Methods

Research Design

The study was conducted by way of explanatory research that unstructured and informal with the aim to obtain information on the general nature of the research problem. Explanatory research explaining the relationship or the influence of the variables studied are called "hypothesis testing".
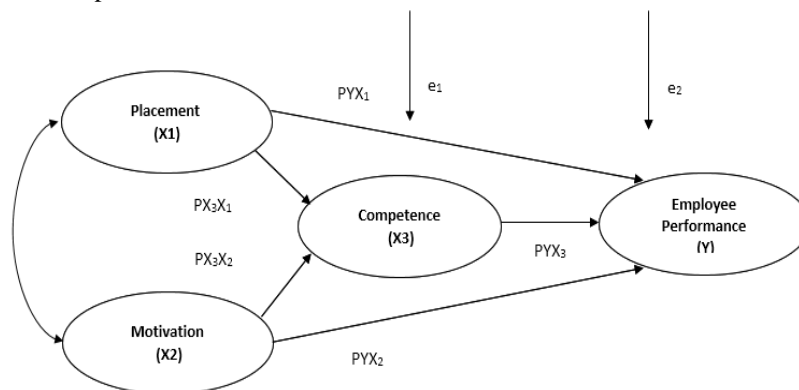The research model developed can be described as follows:

Figure 1. Framework

Population and Sample

Population by Umar (2008: 137) is defined as a collection of elements which have certain characteristics in common and have an equal opportunity to be elected as members of the sample. The population in this study were all employees at PT Ganada Makmur Jaya Cibinong, Bogor as many as 124 employees. While Suharsimi (2009: 131) defined as a partial or a representative sample of the population studied. In order to obtain a representative sample of the population, then each subject in the population attempted to have the same opportunities to be a sample. Tehnik sampling used in this study is the probability sampling and simple random sampling. According to Sugiyono (2009: 66) is the probability sampling is a sampling technique to provide equal opportunities to each member of the population to be elected as members of the sample. While that is a simple random sampling is a sampling technique of using a random member of the population without regard to strata (levels) of members of the population. Total sampling as many as 124 employees at PT Ganada Makmur Jaya Cibinong, Bogor.

Data Collection Technique

Data collection methods used in this study was a questionnaire. Questionnaires can be an open-ended question which includes the identity of the respondent and closed questions with alternative answers that respondents lived to choose one of the alternative answers. Respondents were asked to fill out the questionnaire answers by giving a check mark (√) On a scale of measurement are listed below according to the most correct perceived ratings by respondents on statements in the questionnaire. The scale of measurement used in the questionnaire that scored between 1-5, getting to 1 then the answer to increasingly disagree onward to 5 means strongly agree answer.

Test Instruments

Before performing data analysis and interpretation, a questionnaire needs to be tested beforehand validity and reliability. It is intended to note the extent to which the precision and accuracy of a tool in performing the function of the measuring instrument or measuring the corresponding results of validity and reliability levels that meet the required limits. The distinction between these research results is valid and reliable. The results of the study valid if there are similarities between the data collected by the data actually happened on the object under study. Moderate reliable research results when there is equality of data in a different time.

IV. Results and Discussion

1. Validity Test

The test used to test the validity of each study variable, where the overall variable research contains 40 statements that are answered by 124 respondents. The criteria used in determining whether or not valid statement used in this study are as follows: = 95 percent confidence level (or probability of $\alpha = 5\%$), degrees of freedom (df) = n -2 = 124-2 = 122, obtained r table = 0.195. If r is bigger than r table and the value of r is positive, then the statement is said to be a valid item (Ghozali, 2005: 17). Based on the analysis that has been done, then the validity of the test results can be shown in the table below.

Table 1. Variable Placement Validity Test Instruments

Variables	Statement	R arithmetic	R table	Information
Placement (X1)	Question 1	0.947	0.195	Valid
	Question 2	0.945	0.195	Valid
	Question 3	0.917	0.195	Valid
	Question 4	0.948	0.195	Valid
	Question 5	0.942	0.195	Valid
	Question 6	0.859	0.195	Valid
	Question 7	0,962	0.195	Valid
	Question 8	0.966	0.195	Valid
	Question 9	0.784	0.195	Valid
	Question 10	0.937	0.195	Valid
Sources: Primary data, processed in 2017				

Table 2. Variable Motivation Validity Test Instruments

Variables	Statement	R arithmetic	R table	Information
Motivation (X2)	Question 1	0,836	0.195	Valid
	Question 2	0.958	0.195	Valid
	Question 3	0.874	0.195	Valid
	Question 4	0.953	0.195	Valid
	Question 5	0.957	0.195	Valid
	Question 6	0.843	0.195	Valid

Variables	Statement	R arithmetic	R table	Information
	Question 7	0.943	0.195	Valid
	Question 8	0.963	0.195	Valid
	Question 9	0.953	0.195	Valid
	Question 10	0.923	0.195	Valid
Sources: Primary data, processed in 2017				

Table 3. Variable Competence Validity Test Instruments

Variables	Statement	R arithmetic	R table	Information
	Question 1	0.956	0.195	Valid
	Question 2	0,939	0.195	Valid
	Question 3	0.934	0.195	Valid
	Question 4	0.919	0.195	Valid
Competence (X3)	Question 5	0,960	0.195	Valid
	Question 6	0.918	0.195	Valid
	Question 7	0.961	0.195	Valid
	Question 8	0,879	0.195	Valid
	Question 9	0.876	0.195	Valid
	Question 10	0.878	0.195	Valid
Sources: Primary data, processed in 2017				

Table 4. Results Validity Test Instruments Variable Job Performance

Variables	Statement	R arithmetic	R table	Information
	Question 1	0.892	0.195	Valid
	Question 2	0.923	0.195	Valid
	Question 3	0.822	0.195	Valid
	Question 4	0.931	0.195	Valid
Job Performance (Y)	Question 5	0,893	0.195	Valid
	Question 6	0,960	0.195	Valid
	Question 7	0.955	0.195	Valid
	Question 8	0.920	0.195	Valid
	Question 9	0.948	0.195	Valid
	Question 10	0.920	0.195	Valid
Sources: Primary data, processed in 2017				

Based on table 1, 2, 3 and 4 above, it can be seen that out of 40 grains question the variables used (variable placement, motivation, competence, and performance) the result is valid

2. Test Reliability

Reliability testing to determine the extent to which the measurement result is reliable and consistent. In the following table, the test results were known that all variables have alpha above 0.6, which means that all variables in this study can be relied upon.

Table 5. Reliability Test Results Variable Instrument Research

Variables	Cronbach Alpha (α)	Information
Placement (X1)	0.983	Reliable
Motivation (X2)	0.984	Reliable
Competence (X3)	0.984	Reliable
Job Performance (Y)	0.982	Reliable

Sources: Primary data, processed in 2017

Based on figures Cronbach alpha reliability of the above it can be seen that all statements contained establish a reliable measure of the variable placement ie, motivation, competence and job performance form a reliable measure of each dimension.

V. Discussion

1. Effect of placement on job performance

Rated R square on placement variable partial effect on job performance that is equal to 0.402. This value means that the variation of the variable changes in job performance can be explained by variations in the placement of variable changes in the amount of 40.2%, while the remainder is equal to 59,8% influenced by other variables outside the specified employee placement.

Results obtained t arithmetic amounted to 16.065 compared with t table (alpha = 0.05 DF = 2; 122), then the value of t table of 1.282. From the result of t arithmetic and t table obtained when compared it can be concluded that the value of t is greater than t table. The value of the partial effect of placement on job performance can be seen in Table 6.

Table 6. Effect of Partial Placement of Job Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.459a	.402	.401	.558
a. Predictors: (Constant), Placement				

Placement variables simultaneously influence on job performance can be seen from the equation is Y = 0,320x1

Table 7. Analysis of Effect of Partial Placement of Job Performance

Coefficientsa					
Model	Coefficients unstandardized		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	1,682	.444		13 555	.000
Placement	.301	.077	.320	16 065	.000
a. Dependent Variable: Job Performance					

In Table 7, it can be seen that in partial placement positive effect on job performance. Values coefficients standardized regression coefficient variable placement of a placement. If continued attention to the factors that influence the success of the placement of employees then work performance will follow the increase of 0.320.

From the analysis described in the analysis of the partial effect on the performance of the variable placement can be concluded that the hypothesis that "there is a placement influence on employee performance at PT Ganada Makmur Jaya Cibinong, Bogor" hypothesis is proven and accepted.

2. Motivational influence on job performance
Rated R square on the influence of the variable partial motivation for work performance that is equal to 0.401. This value means that the variation of the variable changes in job performance can be explained by variations in motivation variable change of 40.1% while the remainder is equal to 59.9% is influenced by other variables outside motivation.

Results obtained t arithmetic amounted to 21.352 compared with t table (alpha = 0.05 DF = 2; 122), then the value of t table of 1.282. From the result of t arithmetic and t table obtained when compared it can be concluded that the value of t is greater than t table. The value of the partial effect of motivation on job performance can be seen in Table 8.

Table 8. Effect of Partial Model Summary Motivation on Job Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.312a	.401	.301	.539
a. Predictors: (Constant), Motivation				

Motivational variables simultaneously influence on job performance can be seen from the equation compiled is Y = 0,322x2

Table 9. Analysis of Effect of Partial Motivation on Job Performance

Coefficientsa					
Model	Coefficients unstandardized		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	1,865	.413		11 979	.000
Motivation	.213	.097	.322	21 352	.000
a. Dependent Variable: Job Performance					

In Table 9, it can be seen that in partial motivation positive effect on job performance. Values coefficients standardized regression coefficients motivation is motivation. If continued attention to the factors that influence the success of motivation then work performance increased by 0.322.

From the analysis described in the analysis of partial motivation variable influence on job performance can be concluded that the hypothesis that "there is the influence of motivation on employee performance at PT Ganada Makmur Jaya Cibinong, Bogor" hypothesis is proven and accepted.

3. Effect of placement on the competence

Rated R square on a partial effect on the competence placement variable that is equal to 0.501. This value means that the variation of the variable changes in employee competencies can be explained by variations in the placement of variable change of 50.1% while the remaining 49.9% is influenced by other variables outside staffing.

Results obtained t arithmetic amounted to 9.130 when compared with t table (alpha = 0.05 DF = 2; 122), then the value of t table of 1.282. From the result of t arithmetic and t table obtained when compared it can be concluded that the value of t is greater than t table. The value of the partial effect of the placement of the competence can be seen in Table 10.

Table 10. Effect of Partial Placement Model Summary of Competence

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.410a	.501	.500	.175
a. Predictors: (Constant), Placement				

Variables simultaneously influence the placement of the competence can be seen from the equation that X3 = 0,710x1

Table 11. Analysis of Effect of Partial Placement of Competence

Model		Coefficients unstandardized		Standardized coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	1,357	.928		16 516	.000
	Placement	.735	.065	.710	9,130	.000
a. Dependent Variable: Competence						

In Table 11, it can be seen that in partial placement positive effect on competence. Values coefficients standardized regression coefficient variable placement of a placement. If the objectivity of the placement of employees apply the competencies of employees will follow the increase of 0.710.

From the analysis described in the analysis of the partial effect of variable placement of the competency can be concluded that the hypothesis that "no effect on the competence placement on Ganada Makmur Jaya PT Cibinong, Bogor" hypothesis is proven and accepted.

4. Influence of motivation on competence

Rated R square on a partial effect on the competence of motivation variable that is equal to 0.870. This value means that the variation of competency variables change can be explained by variations in employee motivation variable changes by 87% while the remaining 13% is influenced by other variables outside the employee's motivation.

Results obtained t arithmetic amounted to 7.008 when compared with t table (alpha = 0.05 DF = 2; 122), then the value of t table of 1.282. From the result of t arithmetic and t table obtained when compared it can be concluded that the value of t is greater than t table. The value of the partial effect of motivation on competence can be seen in Table 12.

Table 12. Effect of Partial Model Summary Motivation on Competence

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.707a	.870	.820	.186
a. Predictors: (Constant), Motivation				

Motivational variables simultaneously influence the competence can be seen from the equation arranged that X3 = 0,745x2

Table 13. Analysis of Effect of Partial Motivation on Competence

Model		Coefficients unstandardized		Standardized coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	1,026	.800		11 850	.000
	Motivation	.707	.083	.745	7,008	.000
a. Dependent Variable: Competence						

In Table 13, it can be seen that in partial positive effect on competence motivation. Values coefficients standardized regression coefficients motivation is motivation. If the observed factors that influence the success of the employee motivation competence of employees increased by 0,745.

From the analysis described in the analysis of partial motivation variable influence on the competence can be concluded that the hypothesis that "there is the influence of motivation on the competence of employees at PT Ganada Makmur Jaya Cibinong, Bogor" hypothesis is proven and accepted.

5. Competence influence on job performance

Rated R square on a partial effect on the performance of competence variable that is equal to 0.640. This value means that the variation of the variable changes in job performance can be explained by variations in competency variables change by 64% while the remaining 36% is influenced by other variables outside the competence.

Results obtained t count amounted to 6,221 compared with t table (apha = 0.05 DF = 2; 122), then the value of t table of 1.282. From the result of t arithmetic and t table obtained when compared it can be concluded that the value of t is greater than t table. The value of the partial effect of competence for work performance can be seen in Table 14.

Table 14. Effect of Partial Competence Model Summary Of Job Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.620a	.640	.678	.557
a. Predictors: (Constant), Competence				

Competence variables simultaneously influence on job performance can be seen from the equation is $Y = 0,630x3$

Table 15. Analysis of Effect of Partial Competence Against Job Performance

Coefficientsa					
Model	Coefficients unstandardized		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	1,961	.778		10 038	.000
Competence	.602	.106	.630	6,221	.000
a. Dependent Variable: Job Performance					

In Table 15, it can be seen that in partial competence positive effect on job performance. Values coefficients standardized regression coefficient variable competence is competence. If continued attention to the competence of employees then work performance will follow the increase of 0.630.

From the analysis described in the analysis of the partial effect on the performance of the variable competence can be concluded that the hypothesis that "there competence influence on employee performance at PT Ganada Makmur Jaya Cibinong, Bogor" hypothesis is proven and accepted.

6. The direct effect of the placement and motivation on work performance

From the data processing has been done it can be described equations that can be prepared on the variables discussed as follows.

equation 1 $\quad y = f(x_1) = b1x1$
$\quad\quad\quad\quad y = 0,320x1$
equation 2 $\quad y = f(x_2) = b2x2$
$\quad\quad\quad\quad y = 0,322x2$
equations 3 $\quad x3 = f(x1) = b3x1$
$\quad\quad\quad\quad x3 = 0,710x1$
equation 4 $\quad x_3 = f(x2) = b4x2$
$\quad\quad\quad\quad x3 = 0,745x2$
equation 5 $\quad y = f(x_3) = b5x3$
$\quad\quad\quad\quad y = 0,630x3$

The direct effect which can be obtained, namely
$\quad\quad\quad\quad y = 0,320x1$
$\quad\quad\quad\quad y = 0,322x2$

7. The indirect effect placement and motivation on work performance through competence

The indirect effect which can be obtained, namely

(0.710) (0.630) = 0.447

(0.745) (0.630) = 0.469

Of direct and indirect influence that the results of the direct effect that is equal to 0.320 and the indirect influence that is equal to 0,447, so that it can be concluded that the competence of an intervening variable. Where the competence variables may affect the relationship between the independent variables (placement and motivation) with the dependent variable (performance) into a relationship that is not directly measurable.

VI. Conclusions and Recommendations

Conclusion

From the results of the analysis can be concluded that partial individual placement and motivation of independent variables have an influence on employee performance at PT Ganada Makmur Jaya Cibinong, Bogor. Then the results of analysis variables job satisfaction as an intervening variable can be demonstrated perfectly the variable competence provide an indirect effect on variable placement on job performance and motivation variables on work performance. This statement can be proved by the magnitude of the indirect effect the placement and motivation for work performance through competency identified as an intervening variable.

VII. Recommendations

1. Results of analysis and discussion outlined that the implementation of staffing at Ganada Makmur Jaya PT Cibinong, Bogor has been good. To further maximize employee performance improvement company emphasizes working knowledge of the variables that are tailored to a specific job, interests of employees, the criteria required job skills and work experience that is owned by the employees. If companies pay attention to the placement of the components, the company not only increases work performance of employees, but the company is also able to establish job satisfaction of each individual employee.

2. To increase employee motivation, then the company should do recreation a year in 2 times so that employees feel close to other employees and superiors in order to further tighten the relationship and also so that employees are not saturated with recreation. With the holding of the activity will make the employees do not feel tired and bored during their employment.

3. The leader of the company should conduct education and training for employees gradually and continuously to improve the competence of employees that directly affect their job performance.

4. For further research that want to raise work performance variables, should be able to relate other variables that are assumed to influence the improvement of work performance outside of the variable placement, motivation and competencies such as corporate culture, leadership, commitment to the company and to pay more attention to the use of measurements on each variable used especially on indicators that have less precise answer or less agree. So expect to pay attention to the variables and measurement of each variable is expected to further enrich the research in the field of human resource management in particular in this case is related to work performance variables.

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