

**The Effect of Placement and Competence on Employee Performance through
Motivation as an Intervening Variable (Bank Case study,
Mandiri Gandaria Branch)**

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This study aims to determine the effect of job placement and competence on employee performance with work motivation as an intervening variable at PT. Bank Mandiri Gandaria Branch. The sample used in this study were 100 employees who worked at the Gandaria branch office by using a questionnaire to collect data. The sampling technique used a saturated sample. Data analysis technique using path analysis produces validity, reliability, classical assumption test using multicollinearity test, path test and hypothesis testing. The results showed that the variable placement and competence have a significant effect on employee performance variables through indirect motivation, placement variables affect employee performance through motivation, competence variables affect employee performance through motivation. The placement variable has a direct effect on employee performance, the competence variable has a significant effect on employee performance.

Keywords : job placement, work competence, employee motivation and performance

I. Introduction

The dynamic economic conditions in Indonesia demand that the banking industry in Indonesia is required to be responsive to economic changes that may occur at any time. Companies must always be creative and innovative in business units and operations. The sustainability of an organization is strongly influenced by various aspects of management, one of which is the aspect of existing human resources, both in terms of quality and quantity. Human resource management must be able to utilize human resources in accordance with the needs of the organization and carry out its functions professionally in policy making.

According to Sutrisno (2016:172) "Performance is the result of employee work seen from aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization." The more employees who have high performance, the higher overall company productivity increase so that the company will be able to survive in global competition. Motivation

is an encouragement to increase efforts in achieving organizational goals, within the limits of the ability to provide one's needs (Sofyandi, 2013: 6). If employees have high motivation to achieve goals, then they will do the tasks that have been given as well as possible.

Placement of employees for old employees and new employees is used in this discussion. The scope is placement for old employees or employees who have worked for more than one year. The purpose of placing old employees in a new job is very important, namely for a refresh system and placing employees in the right position according to their abilities. Factors that can affect competence according to Sedarmayanti "Competency includes various technical and non-technical factors, personality and behavior, soft skills and hard skills, then used as an aspect that is assessed by many companies to recruit employees into the organization" (Untari, Wahyuati; 2014). Therefore, before placing employees, a company must be able to see competence in order to increase motivation so that employee performance increases.

Based on the results of interviews with several employees and what the manager said, there is a target burden that must be met by employees, namely the achievement of profits that are set annually, the level of competition between banks that exists so that it requires employees to work more effectively, employees must provide services that can satisfy customers. , and employees must be able to communicate well in order to provide product information needed by customers.

According to Nurhalis (2007: 569) the notion of employee performance is "It is a process of carrying out work in accordance with the professional level of each employee". The process is seen through the service in carrying out a job. In this process, it is necessary to work based on procedures and determine the results to be achieved.

According to Ardana (2012:82) defines as follows "Employee placement is a process of activities carried out by HR managers in a company to determine the location and position of an employee in carrying out his work". Placement is the policy of human resources to determine a person's position. In relation to performance appraisal, performance factor is another problem that arises among workers or employees. According to Emron (2017: 140) that "Competence is a basic characteristic of a person that allows employees to issue superior performance in their work". Competence contains a deep and inherent part of a person's personality with predictable behavior in various situations and work tasks.

According to (Sunyoto, 2013: 11) the notion of motivation is "motivation is an impulse that grows within a person". Both those who come from within and from outside themselves to do a job with high enthusiasm using all the abilities and skills they have in order to achieve organizational goals. Circumstances in a person's personality that encourage the individual's desire

to carry out certain activities to achieve a goal in a person will realize a goal-directed behavior to achieve the goal of satisfaction.

II. Research Method

This type of research is quantitative with a descriptive approach to test hypotheses and determine the effect of the independent variable on the dependent variable in the presence of an intervening variable with the object of research being the independent variable. The independent variable namely, placement, and work competence with the dependent variable, namely, performance and employees, while the mediating variable is work motivation. The population and sample in this study were employees of Bank Mandiri Branch Gandaria, as many as 100 respondents. The data collection technique used a questionnaire with a Likert scale as a measuring tool. Data processing used SPSS program, data processing consisted of data test, classical assumption test, path analysis test and statistical test.

III. Discussion

1. Placement on Employee Performance

Based on the results of the study, the hypothesis (H1) proves that there is a positive and significant influence between the placement variable on the performance of the employees of Bank Mandiri Gandaria Branch with a coefficient value of 0.240 and a p-value of 0.011 which is smaller than 0.005. This is not in line with the research conducted by Safrina (2017) and Fadilah (2015) which state that the work environment has no significant and significant effect on employee performance.

2. Competence on employee performance

The results of the study indicate that competence on employee performance shows that competence positively affects employee performance at Bank Mandiri Cab Gandaria with a coefficient value of 0.523 and a p-value of 0.001 <0.05. The results of this study are in line with the previous theory carried out by Gede Putu (2019) explaining that the competency factor can affect performance. With high abilities, employee performance will be achieved. On the other hand, if the employee's ability is low or not in accordance with their expertise, then the performance will not be achieved.

3. The effect of placement on motivation

Based on the research results, placement has a positive and significant effect on motivation with a coefficient value of 0.296 with a p-value of 0.004 <0.05. These results are in accordance with previous research conducted by Yani (2016) and Willy (2017) which states that placement has a positive and significant effect on motivation. The implementation of the right employee placement will be created, when the work ability of the employee is in accordance with the standards needed to carry out the work entrusted to him.

4. The influence of competence on motivation

Based on the calculation results, it is known that the influence of the competency variable on motivation with a coefficient of 0.276 with a p-value of 0.000. In other words, increased competence will increase motivation for employees of Bank Mandiri Gadaria Branch. The

results of this study are in line with previous research by Aminah (2015). The results of his research show that the competence and compensation variables have a significant influence on increasing employee motivation.

5. The influence of motivation on employee performance

Based on the calculation results, it is known that the influence of the motivation variable on employee performance with a coefficient of 0.214 with a p-value of 0.090. The results of this study are not in line with previous research conducted by Suwati (2013) which found that motivation did not have a significant effect on increasing employee performance.

6. Placement on Employee Performance with motivation as an intervening variable

The results of this study prove the hypothesis that placement has a positive and significant effect on employee performance through motivation. This can be proven from the calculation of the path test results, namely $0.296 \times 0.214 = 0.063$ with the understanding that the placement variable also indirectly affects the employee performance variable by 6.3%. The results of this study are different from previous research conducted by Suryani and Linda (2017) and Rochmah (2017) which states that motivation does not mediate placement on employee performance.

7. Competence affects employee performance through motivation

The results of this study are in line with previous research by Aminah (2015). The results of his research show that the competence and compensation variables have a significant

influence on increasing employee motivation. Based on the results of the path test with a value of $0.276 \times 0.214 = 0.059$, it shows that the competence variable indirectly affects the employee performance variable by 5.9%. This number is positive so it can be said that the competency variable has an influence on the employee performance variable through the motivation variable.

8. Placement and competence variables affect employee performance through motivation

From the results of the path test conducted, it is stated that the placement and competence variables have a positive and significant effect on employee performance variables through motivation. It is with a value of $0.24 \times 0.523 \times 0.214 = 0.026$, which means that the placement and competence variables indirectly affect employee performance by 2.6%.

IV. Conclusion

Based on the results of this study entitled the effect of placement and employee competence on employee performance through work motivation as an intervening variable at Bank Mandiri Gandaria Branch, the following conclusions can be drawn:

1. Hypothesis testing was carried out showing that the placement variable had a significant effect on employee performance variables at Bank Mandiri Gandaria Branch.
2. The hypothesis test that was carried out showed that the competency variable had a significant effect on employee performance at Bank Mandiri Gandaria Branch.
3. The hypothesis test that was carried out showed that the placement variable had a significant effect on motivation at Bank Mandiri Gandaria Branch.
4. The hypothesis test performed shows that the competency variable has a significant effect on motivation at Bank Mandiri Gandaria Branch.
5. The hypothesis test that was conducted showed that the motivation variable had a significant effect on the performance of Bank Mandiri employees, Gandaria Branch.
6. The hypothesis test that was conducted showed that the placement variable had a significant effect on employee performance through the motivation of Bank Mandiri Gandaria Branch.
7. Hypothesis testing is done showing that the competence variable has a significant effect on employee performance through the motivation of Bank Mandiri Gandaria Branch.
8. Hypothesis testing is carried out showing that the placement and competence variables affect employee performance through employee motivation at Bank Mandiri Gandaria Branch.

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