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The Influence of Job Placement and Competence on Employee Work Motivation

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Abstract: The purpose of this research is to determine and analyze: 1) Placement 2) Competence; 3) Employee Work Motivation; and 4) The Influence of Placement and Competence on Employee Work Motivation at UPTD Road and Bridge Management Service Area II of the West Java Province Public Works and Spatial Planning Office, both simultaneously and partially. The research method used in this study is descriptive survey and explanatory survey, with the unit of analysis being the employees of UPTD Pengelolaan Jalan dan Jembatan Wilayah Pelayanan II Dinas Bina Marga dan Penataan Ruang Provinsi Jawa Barat Azzakiyyah Bandung, with a sample size of 31 people. The type of investigation is causal, and the time horizon in this study is cross-sectional. Based on the research results, it was found that the placement of Madrasah Ibtidaiyah employees is still not appropriate, the competencies of UPTD Pengelolaan Jalan dan Jembatan Wilayah Pelayanan II Dinas Bina Marga dan Penataan Ruang Provinsi Jawa Barat employees can generally be said to still be inadequate, and the work motivation of UPTD Pengelolaan Jalan dan Jembatan Wilayah Pelayanan II Dinas Bina Marga dan Penataan Ruang Provinsi Jawa Barat employees is currently rated as good. Employee placement and competencies simultaneously and partially affect the work motivation of UPTD Pengelolaan Jalan dan Jembatan Wilayah Pelayanan II Dinas Bina Marga dan Penataan Ruang Provinsi Jawa Barat employees. However, partially, Placement predominantly affects the work motivation of employees more than competence. Since placement more dominantly influences the work motivation of employees, it becomes the first priority in improving their work motivation. Therefore, the PTD Pengelolaan Jalan dan Jembatan Wilayah Pelayanan II Dinas Bina Marga dan Penataan Ruang Provinsi Jawa Barat is advised to consistently manage employee placements according to their abilities, so that they can work more professionally.

Keywords: Placement, Competence, Work Motivation

INTRODUCTION

In this reform era, economic empowerment in Indonesia needs to be carried out professionally. This is because AFTA has been implemented, which requires the Indonesian nation to be ready to face the free market (pasar global). The global market occurs due to changes in the lifestyle patterns of society in meeting their needs. Where the previous lifestyle

patterns were market-oriented, they have now become free markets. Therefore, the special phenomenon in human civilization that continuously moves within the global society and is a process of that global society is called Globalization. The presence of information technology and communication technology accelerates the process of globalization. This globalization touches all aspects of life, creating various new challenges and problems that must be addressed and solved in an effort to utilize globalization for life. In this era of globalization, it can influence the socio-cultural development of a nation. The demands of globalization in the form of democracy, transparency, human rights, and environmental protection are trends that are difficult to avoid. The ASEAN Economic Community (AEC) is one of the globalization currents that cannot be resisted by society, as the people of ASEAN countries must be ready to face the challenges posed by the implementation of the AEC. The concept that arises with the existence of the AEC is the demand for professionalism in every aspect of work that is broad in the ASEAN countries. Excellent service in various activities, as one of the main elements in the competition of the AEC, becomes a benchmark for the success of every organization and even individual in ASEAN countries. This is because in every activity, if the element of professionalism is not prioritized, there will be much dissatisfaction from consumers regarding the service activities. This becomes a challenge because the concept of service according to Freed Luthans (1995) is a process of fulfilling needs through the activities of others, which involves all issues aimed at solving problems. In relation to this concept, the concept of service becomes an absolute necessity to be prioritized by every institution and individual in every work activity to solve problems.

The concept of excellent service also becomes the standard for government organizations such as the UPTD Management of Roads and Bridges Service Area II of the Public Works and Spatial Planning Office of West Java Province to provide the best service in protecting and serving the community. This service concept is also addressed by the UPTD Management of Roads and Bridges Service Area II of the Public Works and Spatial Planning Office of West Java Province to provide the best service, so if the UPTD Management of Roads and Bridges Service Area II of the Public Works and Spatial Planning Office of West Java Province does not meet the established standard operating procedures (SOP), it will impact the decline in the image of the UPTD Management of Roads and Bridges Service Area II of the Public Works and Spatial Planning Office of West Java Province in the eyes of the public. Every organization certainly wants to achieve its set goals. The methods used by each organization to achieve their goals differ. One of the ways to achieve organizational goals is by improving Human Resources. The organizations in question, including public organizations, both central and regional governments, require quality Human Resources with capacity to realize Human Resources. Therefore, Human Resources in an organization or company need to be managed professionally to achieve a balance between employee needs and the demands and capabilities of the company or organization, which necessitates Human Resource Management in its administration. The following are definitions of Human Resource Management according to experts.

One of the institutions that must be supported by competent Human Resources is the UPTD Management of Roads and Bridges Service Area II of the Public Works and Spatial Planning Office of West Java Province. One of the missions of the UPTD Management of Roads and Bridges Service Area II of the Public Works and Spatial Planning Office of West Java Province is to produce a professional generation in achieving human resource development in Indonesia based on religious knowledge, thereby encouraging increased work enthusiasm to achieve competent education.

This mission serves as the foundation for the Human Resource development efforts of the UPTD Road and Bridge Management Service Area II of the Public Works and Spatial Planning Office of West Java Province. With a mission that touches on human resource aspects, the National Police have indeed made efforts to commit to maintaining high-quality

competence for their personnel. The development of skills, strengths, and the utilization of the UPTD Management of Roads and Bridges Service Area II of the West Java Provincial Public Works and Spatial Planning Office is managed in such a way as to support the implementation of the tasks of the UPTD Management of Roads and Bridges Service Area II of the West Java Provincial Public Works and Spatial Planning Office as a generator of the nation's future generations.

The achievement of organizational goals is reflected in the increased contributions generated by its Human Resources. Human Resources that are produced from good recruitment will certainly result in good employees as well. Similarly, employees who have worked professionally certainly expect an increase in their job status as a form of appreciation from the institution or company for their performance so far, in the form of transfers and promotions (according to Mangkunegara in (2001:2). Human resource management, particularly regarding the proper placement of employees, must begin with a precise search based on job requirements, so that it can meet both personnel and company interests. Placement that aligns with skills and interests is crucial for the individuals who will perform the job to fulfill their needs, which in turn will determine their job satisfaction.

Every employee to be placed must meet these requirements and should ensure organizational stability and be able to enhance the work morale of their employees. These requirements must be clear and precise so that they can serve as guidelines for employees to fulfill them, thereby addressing any negative issues that may arise from the employees. According to Siagian (2008:32), employee placement is a follow-up to selection, which means placing the accepted candidates in the positions/jobs they need and simultaneously delegating authority to those individuals. Every agency or company must be able to select and determine competent employees to fill vacant positions so that the main tasks of those positions can be carried out. Therefore, workers who possess the necessary abilities for the positions they will be responsible for must be obtained; in other words, the candidates placed must have the required competencies to perform the job in a position effectively and efficiently. In addition to proper placement, personnel work motivation can be enhanced through appropriate competencies, as stated by Soeharto and Cahyono (2005) that motivation is a condition that drives a person to strive to achieve the desired results. With the implementation of proper job placement and appropriate competencies, it can directly impact the increase in work motivation.

Starting from these issues, the researcher wants to study the employees of UPTD Pengelolaan Jalan dan Jembatan Wilayah Pelayanan II Dinas Bina Marga dan Penataan Ruang Provinsi Jawa Barat who hold positions as echelon IV with competencies in their respective fields, and are supported by participating in Level IV Leadership Training. The requirements for placement as echelon IV are at least holding the rank of UPTD Pengelolaan Jalan dan Jembatan Wilayah Pelayanan II Dinas Bina Marga dan Penataan Ruang Provinsi Jawa Barat PNS Golongan III B / Penata Muda Tk. I, being physically and mentally healthy, having general education in accordance with technical competencies in the structural job field they will occupy, having undergone both formal and non-formal education, and possessing leadership, communication, teamwork, integrity, decision-making, customer service orientation, partnership building, and job management skills.

There are several functional positions at the IV echelon held by employees of the UPTD Pengelolaan Jalan dan Jembatan Wilayah Pelayanan II Dinas Bina Marga dan Penataan Ruang Provinsi Jawa Barat. Having competencies in accordance with the field of the structural position that has been or will be held, as recommended by their supervisor. However, only 30 percent have completed the Level IV Leadership Training.

The benefits of participating in Level IV Leadership Training include enhancing the competence of junior officers to manage organizational activities, building collaborative learning about reforms in areas of the work unit facing issues, creating comprehensive change

plans to achieve the ideal conditions for managing the desired activities of the work unit, leading the implementation of the change projects they have developed, and sharing knowledge and experience in leadership.

Safari (2004) in Hestisani, Bagia, and Suwendra (2014) argues that achievement motivation can be measured and recognized through the following characteristics: 1) striving for excellence; 2) completing tasks well; 3) working with a plan; 4) enjoying challenges; 5) self-confidence; 6) accepting personal responsibility for success; 7) enjoying work situations with personal responsibility, feedback, and risk prevention levels.

Based on the aforementioned descriptions, the researcher feels the need to conduct a more in-depth study on the factors that can enhance work motivation.

Based on the background above, the problems can be formulated as follows.

1. How significant is the impact of job placement on employee work motivation?
2. How significant is the impact of competence on employee work motivation?
3. How significant is the impact of placement and competence on employee work motivation?

METHOD

The method used in this research is the descriptive survey and explanatory survey methods, which were conducted through data collection in the field. As for the survey method. The population in this study consists of 31 employees of UPTD Pengelolaan Jalan dan Jembatan Wilayah Pelayanan II Dinas Bina Marga dan Penataan Ruang Provinsi Jawa Barat, where the researcher uses the saturated sampling technique, meaning the entire population becomes the sample. Thus, the research sample consists of 31 people. The hypothesis in this study is processed using path analysis.

RESULTS AND DISCUSSION

To reveal the influence of a variable or a set of variables on another variable, Path Analysis can be used. (Path Analysis). In this path analysis, the magnitude of the influence of one variable on another, both directly and indirectly, can be determined. Before making a decision regarding the magnitude of the influence of one variable on another, hypothesis testing is first conducted, either as a whole or individually.

To determine whether the independent variables, namely the Influence of Placement and Competence on the Work Motivation of Civil Servants in the National Police at the West Java Regional Police, were analyzed using path analysis and the software used was SPSS release 25. The steps taken include calculating the correlation between variables, resulting in Table 1 below.

Table 1. Correlation Matrix Between Variables

		Correlations		
		Work Motivation	Placement	Competence
Pearson Correlation	Work Motivation	1.000	.310	.441
	Placement	.310	1.000	.290
	Competence	.441	.290	1.000
Sig. (1-tailed)	Work Motivation	.	.000	.000
	Placement	.000	.	.005
	Competence	.000	.005	.
N	Work Motivation	31	31	31
	Placement	31	31	31
	Competence	31	31	31

Source: SPSS output results

Next, based on the results of the correlation matrix calculations, the path coefficients, the overall influence from X1 to X2, and the path coefficients of other variables outside the X1 to X2 variable can be calculated as shown in Table 2 below.

Table 2. Path Coefficients

Path Coefficient X ₁ to X ₂	$p_{x_1x_2}$	0.290
Path Coefficient X ₁ to Y	p_{yx_1}	0.310
Path Coefficient X ₂ to Y	p_{yx_2}	0.441

Source: SPSS output results

The calculation results for the multiple determination coefficient (R² Y.X1, X2), the correlation coefficient (R Y.X1, X2), the determination coefficient of other variables against Y (P² Y C), and the path coefficient of other variables against Y (P Y C) are detailed in Table 3 below:

Table 3. Multiple Determination Coefficient, and Path Coefficient of Other Variables

Multiple Determination (R ²)	R ² Y.X1, X2,	0.587
Multiple Correlation Coefficient	R Y.X1, X2,	0.766
Determination of Other Variables on Y	P ² Y C	0.413

Source: SPSS output results

This means that the influence of variables X1 and X2 together on variable Y is 0.587 or 58.7%, indicating that variables X1 and X2 together affect Y, and the remaining 0.413 or 41.3% is influenced by other variables not included in the study. Based on the theoretical framework that there is an influence between Placement and Competence on the Work Motivation of employees at UPTD Pengelolaan Jalan dan Jembatan Wilayah Pelayanan II Dinas Bina Marga dan Penataan Ruang Provinsi Jawa Barat, the overall hypothesis will be tested in the form of Table 4 as follows:

Table 4. Results of Simultaneous Testing of X1 and X2 on Y

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	888.276	2	444.138	19.911	.000 ^b
	Residual	624.563	28	22.306		
	Total	1512.839	30			

a. Dependent Variable: Work Motivation

b. Predictors: (Constant), Competency, Placement

Source: SPSS output results

From Table 4 above, it can be seen that the F-value is 19.911 with a significance level of 0.00, which is less than 0.05. Therefore, it can be concluded that the simultaneous test results are proven or significant, allowing for further analysis with partial testing. Meanwhile, the results of the causal relationship or direct influence of X1 and X2 on Y can be seen in Table 5 below:

Table 5. The Influence of Variables X1 and X2 on Y and the Influence Outside of Variables X1 and X2

Path Analysis Interpretation		
Explain	Influence	%
Influence X1, X2 to Y	0.587	58.7
Outside Influence X1, X2	0.413	41.3
Total		100

Source: SPSS output results

From the test results, it can be determined that Placement and Competence towards the Work Motivation of Employees at UPTD Road and Bridge Management Service Area II of the West Java Provincial Public Works and Spatial Planning Office is 58.7%, while the remaining 41.3% is influenced by other factors not examined by the author, namely work climate, commitment, work culture, and work environment. However, when viewed partially, placement dominantly affects employee work motivation more than competence. The results of the hypothesis testing can be illustrated in the causal relationship diagram of variables X1, X2 to Y as follows:

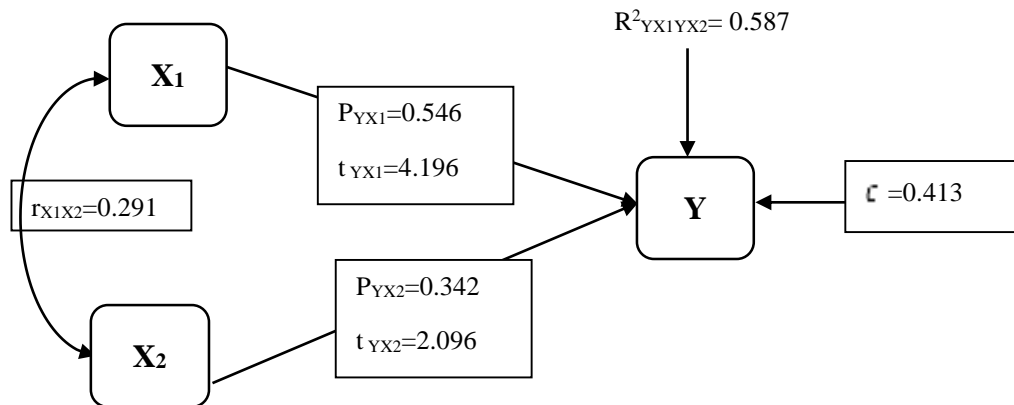


Figure 1. Causal Diagram between Placement (X1) and Competence (X2) on Employee Work Motivation (Y)

As shown in Figure 1 above, it is evident that dominant placement affects employee motivation with a path coefficient of 0.746 and a t-value of 6.196, with a t-table value at the significance level $\alpha(0.05) = 1.67$, compared to Competence with a coefficient of 0.142 and a t-value of 1.096, with a t-table value at the significance level $\alpha(0.05) = 1.67$. Both variables have been proven to affect Work Motivation, as seen in Table 6 below:

Table 6. Partial Path Coefficient Testing

Path Coefficient	T _{test}	t _{table}	Summary
PYX ₁ 0.546	4.196	1.67	Ho Rejected There is an influence of placement on Work Motivation.
PYX ₂ 0.342	2.096	1.67	Ho Rejected There is an influence of Competence on Work Motivation.

Source: SPSS output results

Based on the calculations above, it can be revealed that the placement of Work Motivation for Employees of the UPTD Road and Bridge Management Service Area II of the West Java Provincial Public Works and Spatial Planning Office, both directly and indirectly, can be seen in Table 7 below:

Table 7. Direct and Indirect Effects of Placement on Work Motivation of Employees at UPTD Road and Bridge Management Service Area II, Public Works and Spatial Planning Department of West Java Province

Path Analysis Interpretation			
Expl.		Influence	%
X ₁	Direct Influence to Y	0.2981	29.81
	Indirect Influence from X ₂ to Y	0.0226	2.26
Total		0.3207	32.07

Source: SPSS output results

From the table above, it can be seen that the contribution of placement to employee work motivation directly is 29.81% with a t-statistic coefficient of 4.196, while the t-table value at the significance level $\alpha(0.05) = 1.67$, because the t-statistic value $>$ t-table, and indirectly through the competence variable by 2.26%. Meanwhile, the overall contribution of placement to employee work motivation reaches 32.07%. It can be concluded that placement significantly affects work motivation directly. This empirical evidence indicates that in efforts to improve employee work motivation, there needs to be an improvement in placement factors, as placement factors are closely related to the increase in work motivation. The path coefficient shows a positive and significant value, meaning that the better the placement, the higher the employee work motivation will be.

Similarly, the results of the above calculations reveal that the influence of Competence on the Work Motivation of Employees at the UPTD Road and Bridge Management Service Area II of the West Java Province Public Works and Spatial Planning Office, both directly and indirectly, can be seen in Table 8 below:

Table 8. Direct and Indirect Effects of Competence on Employee Work Motivation

Path Analysis Interpretation			
Expl.		Influence	%
X₂	Direct Influence to Y	0.2437	24.37
	Indirect Influence from X ₁ to Y	0.0226	2.26
Total		0.2663	26.63

Source: SPSS output results

From the table above, it can be seen that the contribution of Competence to Employee Work Motivation directly is 24.37% with a t-statistic coefficient of 2.096, while the t-table value at the significance level $\alpha(0.05) = 1.67$, because the t-statistic value $>$ t-table, and indirectly through the placement variable is 2.26%. Meanwhile, the overall contribution of competence to employee work motivation reaches 26.63%, it can be concluded that competence significantly directly affects employee work motivation. This empirical evidence indicates that in efforts to improve employee work motivation, there needs to be an improvement in the competence factor, because the competence factor is closely related to the increase in employee work motivation. The path coefficient shows a positive and significant value, meaning that the more aligned the competencies are, the higher the employee work motivation will be.

CONCLUSION

Based on the research conducted to determine the Influence of Placement and Competence on the Work Motivation of Employees at UPTD Pengelolaan Jalan dan Jembatan Wilayah Pelayanan II Dinas Bina Marga dan Penataan Ruang Provinsi Jawa Barat, the following conclusions can be drawn:

1. The placement that occurs at UPTD Pengelolaan Jalan dan Jembatan Wilayah Pelayanan II Dinas Bina Marga dan Penataan Ruang Provinsi Jawa Barat does not yet meet the organizational needs, meaning that placement is one of the factors that has a significant impact on the continuity of the organization. However, there are several elements/indicators that are considered less comfortable, leading employees to mostly choose the answers "fairly appropriate" and "not appropriate".
2. The competence of UPTD Pengelolaan Jalan dan Jembatan Wilayah Pelayanan II Dinas Bina Marga dan Penataan Ruang Provinsi Jawa Barat is generally considered to be in line with the state of the organization. Several organizational communication indicators received relatively low scores, so special measures must be taken to improve them.

3. The Work Motivation of the UPTD Road and Bridge Management Service Area II of the Public Works and Spatial Planning Department of West Java Province generally shows high values, but there are several indicators that fall into the fairly high category, so improvements need to be made to continuously increase work motivation.
4. Employee placement and competence simultaneously affect the work motivation of employees at UPTD Pengelolaan Jalan dan Jembatan Wilayah Pelayanan II Dinas Bina Marga dan Penataan Ruang Provinsi Jawa Barat, and their influence is positive. However, partially, placement has a dominant influence on employee work motivation compared to competence. And partially, the influence of placement and competence on work motivation is as follows:
 - a) Placement affects employee work motivation, so if the placement of employees is appropriate, their work motivation will also increase.
 - b) Competence affects employee motivation, so if the competence possessed by employees matches their educational background, their work motivation will also increase.

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