EMPLOYEE ACHIEVEMENT IMPACT: PLACEMENT, COMPETENCY, AND MOTIVATION AS INTERVENING VARIABLES

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Abstract: The purpose of this study was to determine the effect of placement and competence on work performance of permanent employees. Mediated by motivation in the welding section of the Automotive Industry in Tambun Bekasi. The research method used quantitative with a population of 125 employees. The number of samples used was 125 permanent employees in the Automotive Industry welding section in Tambun Bekasi. The sampling technique used was nonprobability sampling and the sampling method was saturated sampling. Then the analysis test was carried out using Structural Equation Modeling (SEM) and processed with the LISREL version 8.8 application. The results of this study indicate that placement and competence have a direct significant effect on work performance, while placement and competence through the intervening motivation variable have an effect on work performance, while motivation as an intervening variable has a significant effect on work performance. Subsequent research can be developed by adding variables of job design and physical conditions of work.

Keywords: Placement, Competency, Motivation, Job Performance

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Increasingly tight competition between industries is currently an essential concern for every business manager to maintain their position. One thing that can maintain the company’s position is the quality of the products produced, service, and efficiency. That can be achieved very much depending on human resources. Placement, competence, and motivation can affect employee performance. The formation of superior Human Resources (HR) who have high work performance begins with a good job placement process and always pays attention to and improves their competence. In addition to these factors, employees who have high work performance are usually driven by their inner motivation to become superior.
In general, companies want qualified and superior Human Resources (HR) in helping to achieve high productivity and product quality. Placement of employees, according to experts, will have an impact on management activities much more effectively and efficiently. The basis for employee placement can be seen from prospective employees’ education, experience, abilities, and talents with the work they will do. That is supported by Sumanti et al. (2018), who stated that placement positively affects work performance. To further improve work performance, the work placement must be following the existing educational background.

The object of research was carried out in the automotive industry located in Tambun Bekasi, West Java. The automotive industry from Japan has been around since 50 years ago and has provided two-wheeled and four-wheeled vehicles. In 2020, the production of orientation met the export market and had increased by 24,309 units, and if compared to the same year last year of 21,673 units, there was an increase of 122%. Until now, the industrial export market has penetrated 47 countries. (The association of Indonesia Automotive Industries).

The Automotive Industry in Tambun Bekasi is one of the factories owned by the Automotive Industry engaged in the automotive sector that produces two-wheeled and four-wheeled vehicles. The Automotive Industry in Tambun Bekasi Bekasi is devoted to welding motorcycle frames, exhausts, and tanks for motorbikes / two wheels. Employees of the Tambun Motor Automotive Industry in the Bekasi area are required to contribute to the achievement of company goals by providing high work achievements.

Competence is the competence possessed by an employee that can determine the level of expected work performance to determine the good or average category. According to Aprilda (2011), employees’ technical competence and non-technical competence have a positive and significant effect on employee performance. Therefore, companies must have a strong foundation of core competencies (core competencies) so that their workforce has superior competencies.

Placement is the process of assigning or filling a position. It can also be reassigned an employee to a new task or position or a different position. Employee job placement following employee competencies is the desire of the company leader and the desire of the employees themselves. Work that is following the competence of employees so that they can do the job properly with their responsibilities. The right placement of employee work motivation will increase so that it impacts high work performance with maximum results (Hartati et al., 2020).

Motivation is one of the most important factors that can trigger someone to have high work performance because, in a person, there is a need for achievement to try to meet these needs. According to Busro (2018), motivation is the driving force of a person to carry out certain activities to fulfill their needs, one of which is the need for high achievement in their work.

Work performance itself can be the result of work that can be judged from quality and quantity. Employee performance is something that can boost the company’s productivity to achieve its goals. According to Nurjaman (2014), work performance is the work a person achieves in carrying out tasks for him based on skills, experience, and sincerity. In this case, the company only expects work performance or the best work results from its employees, which can be beneficial for the company’s sustainability.

This research needs to be done because high employee performance can have implications for company productivity. Productivity is one of the benchmarks for company performance. If the company has increased productivity, the company can provide more goods and services used by consumers. The profits obtained by the company will also be higher so that the prosperity of the stakeholders is achieved. Suppose the employee’s work performance is low. In that case, the company’s productivity is also low so that it is unable to compete, and in the end, it can experience company closure in a short time. So the importance of increasing the workability of employees so that work performance always increases.
Based on the results of interviews and observations that the author conducted for one month, it turns out that the employee placement process has a problem. There is a mismatch in employee placement that can be seen below.

Table 1. Data on the Placement of Permanent Employees in the Welding Section Automotive Industry Tambun Bekasi Area

| Position          | Minimal Education       | Last Education       | amount |
|-------------------|-------------------------|----------------------|--------|
| Welding operator R2 | Automotive / Engineering SMK Light Vehicle | High school | 44     |
| Supervisor        | Automotive SMK / D3 Engineering | High school | 6      |
| Admin Hintan      | D3 Engineering           | SMK Computer         | 6      |        |
|                   |                          | Network Engineering  |        |        |

Source: Interview Results by the author 2019

From the table above, it can be seen that employees are placed in positions that are not following the standard of their educational background. One example that can be seen from the position of the Welding section operator, which should be at least a graduate of SMK Automotive, is dominated by high school graduates with 44 employees. That proves that the placement of employees for the Tambun Motor Automotive Industry in the Bekasi area has not been going well.

As for the data regarding the competence of employees that the authors get, the Tambun Area Bekasi Motor Automotive Industry has a standard employee competency assessment divided into two indicators: actual current competence and minimum compliance with the standard value is 4. After the data is processed, the results can be seen below.

Figure 1. Graph of Standard Column Competency of Employee of Bekasi Motor Automotive Welding Section

Source: Automotive Industry Tambun Bekasi Area data processed by the author 2019
If seen in the graph in Figure 1 above, the Automotive Industry in Tambun Bekasi determines the standard value of competency fulfillment for welding employees that must be met is to reach a value of 4. However, out of 25 employees, only ten employees can achieve the company’s minimum standard of competency compliance. Meanwhile, as many as 15 employees have not achieved the minimum standard of competency compliance set by the company. From the interviews with employees, the writer concludes that there are two factors that cause this to happen: educational backgrounds that are not following the current field of work and related to the lack of work experience of employees in the field of work.

After knowing that employee placement and competency have problems, the authors find out whether other factors can make employees have high work performance, based on references to journals that match the research title. The author determines the motivation factor as a variable that mediates employee work performance. To obtain data on work performance and motivation, the authors conducted a pre-survey to distribute questionnaires to 25 permanent employees of Welding Industry Otomotif Motor Tambun Area Bekasi below.

Figure 2 shows the results of distributing questionnaires to 25 respondents, explaining the value of the motivation variable is at an average value of 2.42, which means that employees of the Tambun Motor Automotive Industry in the Bekasi area have sufficient work motivation. In contrast, the work performance variable has an average value of 3.00, which means the employee’s work performance is included in the high score.

This study aimed to measure the influence of competence and placement on employee performance directly or indirectly through motivation as an intervening variable.

LITERATURE REVIEW

Human resource management functions according to Larasati et al. (2018), there are several human resource management functions. Managerial Functions consist of planning, organizing, directing, and controlling functions of human resource management to achieve organizational goals. Meanwhile, the operational functions consist of procurement, development, compensation, organizing, integration, maintenance, and care.
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Placement

According to Nurjaman (2014), placement is assigning or filling new positions by new or old employees. According to Larasati (2018), “Placement is a policy in human resources to determine the position of a person according to their abilities so that they can carry out their work effectively and efficiently”. Then according to Bangun (2015), placement is an activity to adjust a person’s knowledge, abilities, and talents with the work he will do.

According to Larasati (2018), the principles that must be considered in placement are the principle of humanity. The principle that considers humans as elements of workers who have equal dignity, will, desire, aspirations, and abilities must be respected. His position as a proper human being is not considered a machine. Democracy principle shows mutual respect, mutual respect, and complement each other in carrying out the work. That principle is the right man in the right place. This principle is essential to do, which means that the placement of everyone in the organization needs to be based on the abilities, expertise, experience, and education that the person concerned has. Dimensions and indicators used to measure, according to Larasati (2018), Employee placement involves several indicators of the placement itself: education, work experience, and work skills.

Competency

Definition of Competence according to Busro (2018), competence is anything that is owned by someone in the form of knowledge, skills, and internal factors. Other individuals can do work based on the knowledge and skills they have. According to Sutrisno (2015), to measure dimensions of competency, there are six dimensions of competence. Knowledge, awareness in doing good learning following existing needs in the company. Understanding one’s awareness in carrying out tasks properly in all working conditions is more effective and efficient. Value, the standard of behavior that has been believed or embedded in a person to work honestly. Ability, which is something that is owned by someone to carry out the assigned task or job. Attitude, feeling happy or unhappy about the issue of compensation. The last is Interest, the tendency for someone to do a job with pleasure.

Job Performance

According to Sutrisno (2015), “Job performance is a result of work has been accomplished person from his behavior in carrying out the work activity”. According to Badriyah (2015), “Job performance is the result of work achieved in carrying out the tasks assigned to him, based on skills, experience and sincerity and time”. Meanwhile, according to Mangkunegara (2015), work performance results in quality and quantity that a person can achieve in carrying out his duties according to his responsibilities. Based on some of the above definitions, it can be concluded that work performance is the result of work that can be assessed as being mediated by how to complete the tasks assigned to someone properly and on time:

According to Samsudin (2010), Interest Job Performance Assessment, as for the purpose of performance appraisal, provides direction for placement, promotion, transfer, and salary increases. Informative, providing data to management about the work performance of their subordinates and providing data to individuals about their strengths and weaknesses. That can create learning experiences that motivate staff to develop themselves and improve their performance, provide data to management about their subordinates’ work performance, and provide data to individuals about their strengths and weaknesses.

Dimensions of Job Performance According to Sutrisno (2015), there are 6 (six) indicators. Work results, the quantity level, quality that has been produced, and the extent to which supervision is carried out. Job knowledge, increasing knowledge related to work tasks will directly affect the quality and quantity of work results: the initiative, level initiative for carrying out job duties, and especially handling problems that arise. Mental agility, increasing capacity and speed in receiving work instructions and adjusting to working and the employment situation. Attitudes, increasing morale, and
positive attitudes in carrying out work tasks. The last is time discipline and attendance, increasing punctuality and attendance levels.

**Motivation**

According to Nawawi (2017), it means condition motivations that drive cause the person to commit the act or activity, which lasted consciously. According to Riniawati (2016), "motivation aims to increase passion in work so that work productivity is achieved". Meanwhile, according to Busro (2018), motivation is a driving force within an individual to carry out certain activities to achieve his goals. From some of the above definitions, it can be concluded that work motivation is a push in a person to carry out a series of activities that lead to the achievement of certain goals to meet several needs. According to Busro (2018), the theory relevant to current conditions is Maslow’s theory that employees are motivated through six levels. Physical needs are the main needs of individuals in maintaining their lives, including food and drink, clothing, and shelter. Security needs to be a motivator when the physiological needs are met as a minimum. The requirement referred to include protection from threats, conflicts, and others. Social needs, the need after the two previous requirements include friendship, relationships, and interaction with others. The need for ego, the need for status, respect, respected and respected by others. The last is self-actualization needs, which needs the highest in the hierarchy of needs that includes harnessing the ability, skills, and potential as a maximum.

According to Busro (2018), Motivation Dimensions, there are three motivational dimensions: the need for achievement, achieving good achievements, efforts not to be left behind by other employees, and efforts to get recognition from work results. The need for affiliation includes the spirit of work, the spirit of obeying all existing rules, and respecting leadership. The last is the need for power, which includes trying to be respected and efforts not to be underestimated.

According to Suryani and Hendryadi (2016), the research paradigm refers to a set of assumptions, values, and practices that look at reality for society, especially regarding scientific disciplines. The paradigm used in this study is to use a dual paradigm with 4 (four) variables using the path model or the path model. To explain this paradigm can be seen in Figure 3 below.

![Figure 3. Research Paradigm](image-url)
Employee Achievement Impact: Placement, Competency, and Motivation as Intervening Variables

HYPOTHESIS DEVELOPMENT

In the picture, the research paradigm above illustrates the influence of placement and competency variables on work performance mediated by motivation. Based on phenomena, theoretical studies, and previous research, there is a relationship between variables to formulate the following hypothesis. According to Sugiyono (2016), the hypothesis is a temporary answer to the formulation of research problems, where the formulation of the problem in the research has been outlined in the statement sentence.

H1: There is a positive effect of placement on work performance.

The right placement of employees by adjusting the educational background and experience will maximize the employee’s work performance. The results of the study by Gentari and Farhan (2018) showed an influence between work placement and work performance in the Quality Integration Program department at PT Parkland World Indonesia. Based on the theory and previous researchers, the writer suspects that placement affects employee performance.

H2: There is a positive influence of competence on work performance.

The better the employee’s competence, the better the employee’s work performance will be (Ratnaningsih and Rahman, 2021). The results of the study by Ratnaningsih and Rahman (2021) indicated a significant influence between competencies on employee performance. Based on the theory and previous research, the writer suspects that competence affects employee performance.

H3: There is an effect of placement on employee work performance which is mediated by motivation.

Placement of employees according to their educational background and supported by good motivation will increase employee work performance. The results of previous research by Hartati et al. (2020) showed that all variables of work placement, motivation, and non-physical work environment significantly affect teacher work. The author suspects that placement and motivation affect employee performance in the Tambun Bekasi automotive industry.

H4: There is an influence of competence on employee work performance mediated by motivation.

Employee competence and good motivation can affect employee performance. According to Arifin et al. (2015), competence and job satisfaction have a positive and significant effect on the performance of high school teachers. Parashakti et al. (2020) show that the Work Environment and Competence are positive and significantly affect performance, either directly or indirectly, through motivation. Based on theory and previous research, it is suspected that there is an influence between competencies through motivation on employee work performance in the Tambun Bekasi automotive industry.

H5: There is a significant effect of motivation on work performance.

This study aimed to determine the effect of placement and competence on employee work performance with motivation as an intervening variable in the welding section. Yatipai et al. (2015), motivation affects employee work performance. Parashakti et al. (2020), this study discusses the influence of the work environment and competence on motivation and its impact on employee performance at Masmitra Hospital. Based on theoretical studies and previous research, it is assumed that motivation affects employee work performance.

METHOD

This type of quantitative research uses an associative design. The object of research is the Automotive Industry in Tambun, Bekasi, West Java. The population in this study were permanent employees in the welding section of the Automotive Industry, totaling 125 permanent employees consisting of welding staff, frame operators, swing arm operators, muffler operators, operators, and admin hints and maintenance jigs. The sampling technique used for non-probability sampling is saturated sam-
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Saturated sampling is that the entire population is sampled, totaling 125 employees.

The following stages carry out the analysis process of Structural Equation Modeling (SEM). It is developing a theoretical model that describes the concept of variables into constructs and indicators and developing a path of diagram that makes a flow-chart of the relationship between causality variables. Convert the path diagram to structural equations that is make structural equations with matrices. Selecting the input matrix and the type of estimate, that is, explore patterns of relationships between variables. The matrix used is a matrix in the form of a correlation. Identify the model that is examining the model following the hypothesis. Assessing the goodness of fit criteria knows to what extent the hypothesized model is “fit” or fits the sample data. The last is to interpret the results, that is, interpret the structural equation model that is formed.

RESULTS

The magnitude of the relationship and influence on each variable can be seen from the standard coefficient or parameter values which can be seen in the following figure, where the standard coefficient value above shows that there is an influence between variables because the standard coefficient value is > 0.05. clarify the lane/traffic model can be described in Figure 4 below.

![Figure 4. Structural Model Research t-values and Standard Coefficients](image_url)

| Hypothesis | Path Description | Score | Standard Coefficient | Influence | Justification |
|------------|------------------|-------|-----------------------|-----------|---------------|
| 1          | Placement ← Job Performance |       | 0.45                  | Live      | Sig.          |
| 2          | Competence ← Job Performance |     | 0.23                  | Live      | Sig.          |
| 3          | Placement ← Motivation ← Job Performance | | 0.53                  | Indirect  | Sig.          |
| 4          | Competence ← Motivation ← Job Performance | | 0.39                  | Indirect  | Sig.          |
| 5          | Motivation ← Job Performance |       | 0.28                  | Live      | Sig.          |

Source: Data processed by the author (2019)
Figure 4 shows the t-values and the standard coefficient values, which illustrate the size of the influence between variables through 5 path directions, either directly (direct effect) or indirectly (indirect effect) that affects these variables based on the standard coefficient value.

Based on the table above, it can be seen that each variable has a significant effect because it has a coefficient value of more than 0.05, where if the standard value of the coefficient is close to 1, the significance level is high. Meanwhile, it can be analyzed as below to know the size of the influence between variables either directly (direct effect) or indirectly (indirect effect) based on standard coefficient value.

The effect of placement on work performance

The amount of direct influence (direct effect) between variables placement on job performance is at 0.45 or 45%, direct air influence (direct effect) between the variable placement on work performance significantly because it has a value > 0.05. Because the value of the direct effect (direct effect) between the placement variable on work performance of 0.45 is still not close to 1, the significance level is not high.

Effect of competence on work performance

The direct effect (direct effect) between competency variables on work performance is 0.23 or 23%. In other words, the direct effect between competency variables on work performance is significant because it has a value > 0.05. Because the value of the direct effect (direct effect) between the competency variables on work performance of 0.23 is still not close to 1, the significance level is not high.

The influence of placement through motivation on work performance

The magnitude of the direct effect of the placement variable on motivation is 0.28. While to know the indirect effect (indirect effect) between placement on the performance of which is mediated by the motivation, is to see the value of the coefficient standard direct effect (direct effect) placement on job performance and motivation on work performance. The indirect effect can be done with the following calculations.

Indirect effect Placement via Motivation to Job Performance = 0.28 x 0.28 = 0.784 or 0.08, Total Effect = (Direct Effect Placement. Job Performance + Indirect Effect Placement. Job Performance) 0.45 + 0.08 = 0.53, This means that the indirect effect between placement mediated by motivation on work performance is greater than the direct effect between placement on work performance with a value of 0.53. Because the value of the indirect effect (indirect effect) between placements mediated by motivation on work performance of 0.53 is close to 1, the significance level is high.

The influence of competence through motivation on work performance

The magnitude of the direct effect between the competency variables on motivation is 0.57. Meanwhile, to know the indirect effect (indirect effect) between competence and work performance mediated by motivation, by looking at the standard value of the coefficient of direct effect (direct effect) of competence on work performance and motivation on work performance. The indirect effect can be done with the following calculations.

Indirect effect Competence via Motivation to Job Performance = 0.57 x 0.28 = 0.1596 or 0.16. Total Effect = (Direct Effect Competence. Job Performance + Indirect Effect Competence. Job Performance) 0.23 + 0.16 = 0.39. That means that the indirect effect between competencies mediated by motivation on work performance has a greater influence than the direct effect between competencies mediated by motivation on work performance with a value of 0.39. Because the value of the direct effect (direct effect) between competencies mediated by motivation on work performance of 0.39 is not close to 1, the significance level is not high.
The influence of motivation on work performance

The direct effect (direct effect) between the motivation variable on work performance is 0.28 or 28%. In other words, the direct effect of the motivation variable on work performance is significant because it has a value > 0.05. Because the value of the direct effect (direct effect) between the motivation variable on work performance of 0.28 is still not close to 1, the significance level is not high.

From the above discussion, it can be concluded that motivation as an intervening variable as a path between variables can have a significant effect. That can be seen in the standard coefficient value above.

The direct effect between the placement variable on work performance is 0.45, but after there is motivation, the indirect effect between placements mediated by motivation on work performance is 0.53.

DISCUSSION

The results of this study are the answer to the research hypothesis about placement and competence on job performance mediated by motivation in the Tambun Area Motor Automotive Industry. The hypothesis that has been made is accepted or rejected can be seen in the t-values in Figure 5 below.

Figure-5 shows a complete model trajectory diagram with numbers indicating the value of t-values ≥ 1.96 so that it can be stated that the hypothesis that has been made is accepted.

Based on the analysis of the relationship between the variables, it shows that all hypotheses are acceptable. The t-value is 1.96 higher, which can be explained below.

Explanation of the effect between placement and work performance

The hypothesis can be accepted that placement affects employee work performance. That is in line with research conducted by Gentari and Farhan (2018), which examines the effect of placement and work experience on work performance. SPSS analysis tool with a sample of 50 respondents and the object studied at the department of quality. In this study, the analysis used SEM with a sample size of 125 respondents, and the object studied was the production department. The placement of employees according to their areas of expertise is very important to be considered by HR managers because it has been empirically proven to affect employee performance and have implications for company performance.

Explain the effect between competency and employee performance

The hypothesis can be accepted that competency variables affect employee work performance. That is in line with Syahril (2018), which examined the effect of selection and placement on work performance. SPSS analysis tool with a sample size of 35 respondents and the objects studied were all employees of PT. Umega nine diamonds. Suhadi et al. (2019), competence has a significant effect on employee performance mediated by motivation. In this study, the analysis used SEM with a sample size of 125 respondents, and the object under study was the production department. Employee competence following their field of expertise is very important for HR managers to pay attention to because it has been empirically proven to affect employee performance and have implications for company performance.
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**Explain the effect of placement on employee work performance through motivation**

The effect of placement on work performance through motivation shows a greater effect. The results of this study are in line with the research of Hartati et al. (2020) that placement affects teacher work performance. The research was conducted in educational institutions. A sample of 97 respondents was analyzed using multiple regression. In this study, the analysis used SEM with a sample size of 125 respondents, and the object under study was the production department. The placement and motivation of employees are very important to be considered by HR managers because it has been proven empirically to have a significant effect on employee performance in the automotive industry in Tambun Bekasi and ultimately have implications for company performance.

**Explain the effect of competence on employee performance through motivation**

The influence of competence on job performance through motivation shows a greater effect. The results of this study are in line with the research by Arifin et al. (2015), who stated that competence affects teacher work performance. The research was conducted in high schools using a sample of 115 teachers from 346 teachers. Analysis using AMOS. In this study, the analysis used SEM with a sample size of 125 respondents, and the object under study was the production department. It is important for HR managers when accepting employees with attention to employee competence and motivation. This has been proven empirically to have a significant effect on employee performance in the automotive industry in Tambun Bekasi and ultimately has implications for company performance.

**Explain the effect of motivation on employee performance**

The influence of motivation on work performance has a significant effect. The results of this study are in line with Yatipai et al. (2015), motivation has an effect on employee work performance. The research was conducted at Pos Indonesia type C Menado. The sample used was 50 employees from a population of 200. The analysis used simple regression. In this study, the analysis used SEM with a sample of 125 respondents, and the object under study was the automotive industry production section in Tambun Bekasi. HR managers must always build employee motivation continuously on employees of the automatic industrial welding section in Tambun Bekasi. The research results are empirically proven to affect employee performance significantly and will ultimately benefit the company.

**CONCLUSIONS**

The results of the H1 hypothesis test are accepted, with this justification that there is a significant influence between placements on the work performance of employees in the welding section of the automotive industry in the Tambun Bekasi area. H2 is accepted. With this, there is a justification that there is a significant influence between competencies on employees’ work performance in the welding section of the automotive industry in Bekasi. H3 is accepted, with this justification that there is a significant influence between motivation mediated placements on employees’ work performance of the welding section of the automotive industry in Bekasi. H4 is accepted. In this case, there is a justification that there is a significant influence between competence mediated by motivation and employees’ work performance in the welding section of the automotive industry in Tambun Bekasi. H5 is accepted. In this case, there is a justification that there is a significant influence between motivations on the performance of welding employees in the Automotive Industry in the Tambun area.

**IMPLICATIONS**

The implication of this research is as input for decision-makers in improving employee work performance through proper placement of employees and competencies according to their fields to have higher work motivation. Overall, another implication is that the employee’s work performance will increase the company’s productivity.
LIMITATIONS

The limitation of this research is that it only focuses on examining the case study of the welding section related to the placement, competence, and motivation of the work performance of the automotive industry employees in Tambun Bekasi. Factors that need to be examined further affect employee performance include infrastructure, rewards, and a good environment.

RECOMMENDATIONS

The recommendation from the results of this study is that management must be objective in placing employees according to competence so that work motivation increases according to the research results that the direct effect and influence through intervening have a greater effect. Employee performance will increase because the placement and competence are following the job so that high work motivation will have implications for increased company performance.

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