

The Effect of Competence, Experience, and Placement on Employee Performance Bppsdm Ministry of Agriculture Jakarta with Motivation as Mediation Variable

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Abstract

This study aims to analyze how much influence competence, experience, and placement have on employee performance with motivation as a partially mediating variable in implementing this research using primary data obtained from the distribution of questionnaires. This research was conducted on employees of the agency of agricultural counseling and human resources development (BPPSDM) Ministry of Agriculture Jakarta, with a sample of 100 employees. The data analysis method used a structural equation model-partial least square (SEM-PLS). The study results show that the influence of competence, experience, and placement in the partial test has influenced employee motivation. The impact of competence, placement, and motivation can also encourage and affect employee performance. The results of this study indicate that experience has no significant effect on employee performance. This study shows that competence, experience, and placement affect employee performance mediated by motivation. The magnitude of this influence shows that competence, placement, and motivation are essential elements in improving employee performance BPPSDM Ministry of Agriculture Jakarta.

Keywords

Competence; experience; placement; motivation; performance



I. Introduction

The research was conducted at the agricultural counseling and human resources development (BPPSDM), Ministry of Agriculture Jakarta. An organization within a government agency such as an extension agency and human resource development at the Ministry of Agriculture Jakarta needs to improve employee performance to realize the vision and mission properly. Performance employees can be measured by how much competence and experience employees have and the accuracy of employee placement and motivation. The results of observations and interviews that the authors have done and the data that the authors get are that the performance of BPPSDM employees Ministry of Agriculture Jakarta itself is still not good enough. This can be seen from the data on the percentage level of achievement of employee duties for 2018-2020.

In more detail, the following is data on the volume of employee activities and the achievement of employee duties at the BPPSDM Ministry of Agriculture Jakarta:

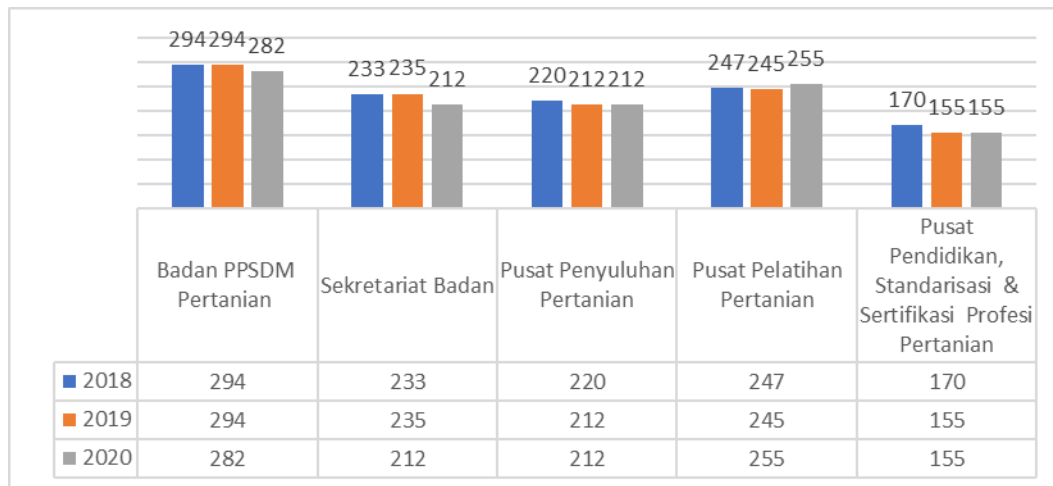


Figure 1. Employee Activity Volume

Source: BPPSDM Ministry of Agriculture Jakarta (2020)

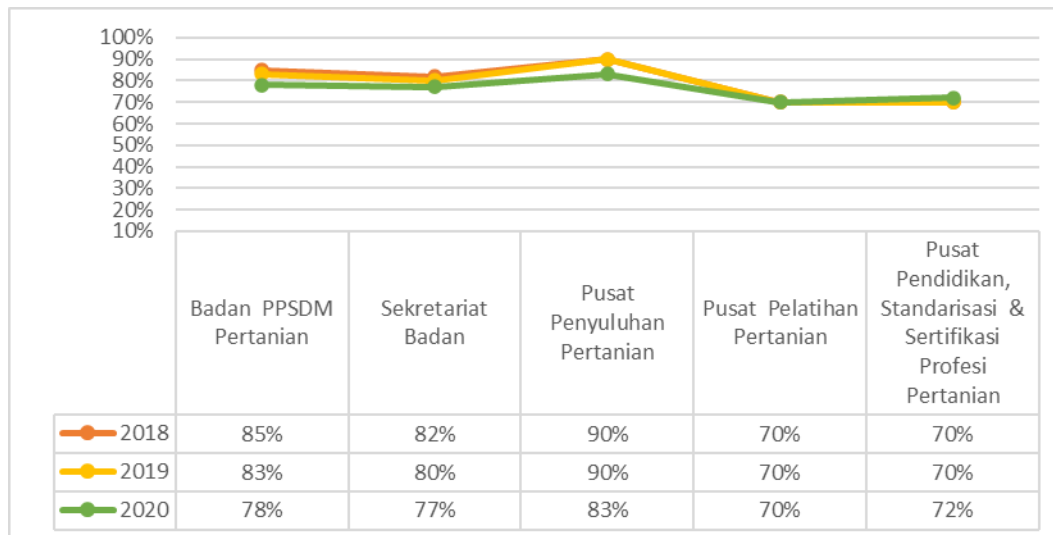


Figure 2. Percentage of Task Achievement Rate (%)

Source: BPPSDM Ministry of Agriculture Jakarta (2020)

From figure 2. shows that there has been a decrease in the percentage of employee task achievement in each BPPSDM work unit at the Ministry of Agriculture Jakarta between 2018-2020. Can be seen in Figure 1. the volume of employee activities with a decrease in the volume of activities, employee performance, should be better because the activities that used to be a lot have been reduced. However, it can be seen in Figure 2. percentage of the achievement of tasks in several BPPSDM work units in the Ministry of Agriculture Jakarta decreased and was felt to be still not good and became a concern.

The researcher feels the need to conduct a pre-survey based on the information obtained. The results of the pre-research survey on BPPSDM employees in the Ministry of Agriculture Jakarta can be seen in table 1.

Table 1. Preliminary Survey on Indications of Problems related to Performance at BPPSDM in Ministry of Agriculture Jakarta

No.	Statement	Factor	Yes	%	No	%
1	My boss gives me the opportunity to see the problem from various perspectives	Leadership	17	56%	13	43%
2	Work experience has an effect on me in carrying out work according to the tasks assigned by my supervisor/organization	Work experience	4	13%	26	86%
3	I am able to do work according to the target that has been set	Competence	8	26%	22	73%
4	The atmosphere of the current work environment makes me comfortable at work	Work environment	19	63%	11	36%
5	I'm always excited to work	Motivation	6	20%	24	80%
6	The organization provides an opportunity to discuss when I have work problems	Organizational culture	15	50%	15	50%
7	I am satisfied with the work done	Job satisfaction	21	70%	9	30%
8	My work is in accordance with my educational background	Job Placement	5	16%	25	83%

Source: Results of Preliminary Survey at BPPSDM in Ministry of Agriculture Jakarta (2021)

Based on the results of the pre-survey in table 1. it can be seen that the indications that affect the performance of employees at BPPSDM Ministry of Agriculture Jakarta are the factors of employee competence, work experience, motivation, and workforce placement.

Previous research found that, among others, as Saputra, Hendriani, and Machasin (2017) stated, competence has a positive and significant effect on employee performance, while the results of Lestari's research (2021) found that competence has a negative impact on employee performance. A previous study found that another thing that affects employee performance is experience. Research on the effect of experience on performance has been carried out by Ariani, Ratnasari, and Tanjung (2020); experience has a positive and significant impact on performance meanwhile the results of research conducted by Sulaikah, Maharani, and Hidayah (2021) have not proven that experience has a positive and significant effect on performance.

Competence and experience still cannot improve employee performance in an organization to the maximum; other factors affect performance, namely placement. Work placement is also related to performance as research by Paramitha, Amelia, and Perdana (2020) concluded that the suitability of work placement has a positive effect on employee performance; meanwhile, the results of research conducted by Afriana (2021) placement is proven to have no positive impact on employee performance. In addition to competence, experience, and placement of workers, there are still motivational factors that are one of the determinants of employee performance. Research on the effect of motivation on performance has been carried out by Riyanto, Sutrisno, and Ali (2017); motivation has a significant impact on employee performance. However, in research that Ghufroni has

conducted, Sudapet and Subagyo (2019) show contradictory results that motivation does not have a positive and significant effect on employee performance.

II. Review of Literature

According to Moeheriono (2014:5), competence has a very close causal relationship if it is associated with an employee's performance. Competent employees usually have the character of attitudes and behavior or willingness and relatively stable work abilities between knowledge, skills, and attitudes to quickly overcome the work problems they face. The study results on the influence of competency factors on employee performance were carried out by Rejeki and Widigdo (2021), and Suyitno (2017) concludes that competence has a positive and significant effect on employee performance.

Based on the discussion above, the following hypothesis can be made.

**H1: Competence has a positive and significant effect on employee performance
BPPSDM Ministry of Agriculture Jakarta.**

Experience has an effect on employee performance. The results of this study are in line with the theory stated by Robbins (2016:68) that work experience is the level of knowledge, mastery, and skills of a person and tenure at work which seems to be a good basis for predicting employee performance. The explanation according to experts on the relationship of experience to performance is also proven through research conducted by Manulang (2016) and Muaja, Adolfini, and Dotulong (2017), which states that experience has a positive and significant effect on employee performance.

Based on the discussion above, the following hypothesis can be made.

**H2: Experience has a positive and significant effect on employee performance
BPPSDM Ministry of Agriculture Jakarta.**

The placement process will be very decisive in getting competent employees needed by the organization (Suwatno in Elmi, 2018:54). Placement affects performance; proper placement and support by employee experience will improve performance. The research results on the effect of placement on employee performance were carried out by Mansur, Mattalatta, and Baharuddin (2017), Nikmah and Armaniah (2021) concluded that placement has a positive effect on employee performance.

Based on the discussion above, the following hypothesis can be made.

**H3: Placement has a positive and significant effect on employee performance
BPPSDM Ministry of Agriculture Jakarta.**

Kreitner and Kinicki (2017:271) define motivation as a psychological process that causes the emergence of an action that has a direction to achieve specific goals. According to Maslow in Edison *et al.* (2016:184), Dimensions of motivation are existence needs, relationship needs, and growth needs. The above theory is reinforced by the research results conducted by Suprpto and Widigdo (2021) and Riyanto, Sutrisno, and Ali (2017) in their study that proves motivation has a positive and significant effect on performance. Based on the discussion above, the following hypothesis can be made.

**H4: Motivation has a positive and significant effect on employee performance
BPPSDM Ministry of Agriculture Jakarta.**

Wibowo (2017:85) says that competence is an ability to carry out or do a job. The dimensions of competence are based on the Indonesian national work competency

standards (2021:3), namely knowledge, skills, and attitudes. The theory above is strengthened and is in line with the research results conducted by the research conducted by Silaban, Handaru, and Saptono (2021), Basori, Parahiawan, and Daenulhay (2017) that employee competence has an effect on motivation.

Based on the discussion above, the following hypothesis can be made.

H5: Competence has a positive and significant effect on employee motivation BPPSDM Ministry of Agriculture Jakarta.

Johnson (2017:86) states that the essence of experience is an understanding of something lived with appreciation, and experiencing something is obtained by experience, skills, or values integrated into self-potential. The dimensions of experience, according to Sedarmayanti (2017: 56), include the length of time/period of work, level of understanding and proficiency, mastery of tasks, and work equipment. The theory above is strengthened by research that has been carried out by Ariani, Ratnasari, and Tanjung (2020), Sukidjo and Efendi (2021) in their study, proving that there is an influence between work experience on motivation. The better the employee experience, the higher the motivation will be.

Based on the discussion above, the following hypothesis can be made.

H6: Experience has a positive and significant effect on employee motivation BPPSDM Ministry of Agriculture Jakarta.

Dadang (2016:87) states that the essential benchmark in the placement of an employee is following his educational background, abilities or expertise, suitability with work experience, and interest in his goal to work. According to Sastrohadiwiryo in Badriyah (2017:123), the dimensions of placement are academic achievement, experience, physical and mental health, and age. The theory above is reinforced by the research results conducted by Paramitha, Amelia, and Perdana (2020) and Hardono, Nasrul, and Hartati (2019). The results showed that placement had a positive and significant effect on motivation.

Based on the discussion above, the following hypothesis can be made.

H7: Placement has a positive and significant effect on employee motivation BPPSDM Ministry of Agriculture Jakarta.

Competence is a talent needed to improve essential abilities to improve performance to a higher level (Kasmir, 2016:182). Motivation is the emergence of behavior that leads to specific goals with total commitment to achieving goals that the organization has determined. The above theory is strengthened by the results of research conducted by Basori *et al.* (2017) and Kurniasari, Thoyib, and Rofiaty (2018); employee competence has an effect on motivation.

Based on the discussion above, the following hypothesis can be made.

H8: Competence has a positive and significant effect on employee performance BPPSDM Ministry of Agriculture Jakarta mediated by motivation.

According to Hasibuan (2016:99), the motivation and experience of a worker should be the primary consideration. Motivation and work experience play an essential role in increasing work effectiveness. The above theory is strengthened by the research results conducted by Siswanto *et al.* (2019), Sukidjo, and Efendi (2021) employee experience has an effect on motivation.

Based on the discussion above, the following hypothesis can be made.

H9: Experience has a positive and significant effect on employee performance BPPSDM Ministry of Agriculture Jakarta mediated by motivation.

The purpose of holding a placement is to place employees as implementing elements of work in positions that meet the criteria (Suwatno in Elmi, 2018:53). Robbins in Mangkunegara (2016:61) states that motivation, in general, can be explained as a need that encourages action for a particular purpose. The above theory is strengthened by the results of research conducted by Hardono *et al.* (2019) and Saputra, Hendriani, and Machasin (2017); employee placement has an effect on motivation.

Based on the discussion above, the following hypothesis can be made.

H10: Placement has a positive and significant effect on employee performance BPPSDM Ministry of Agriculture Jakarta mediated by motivation.

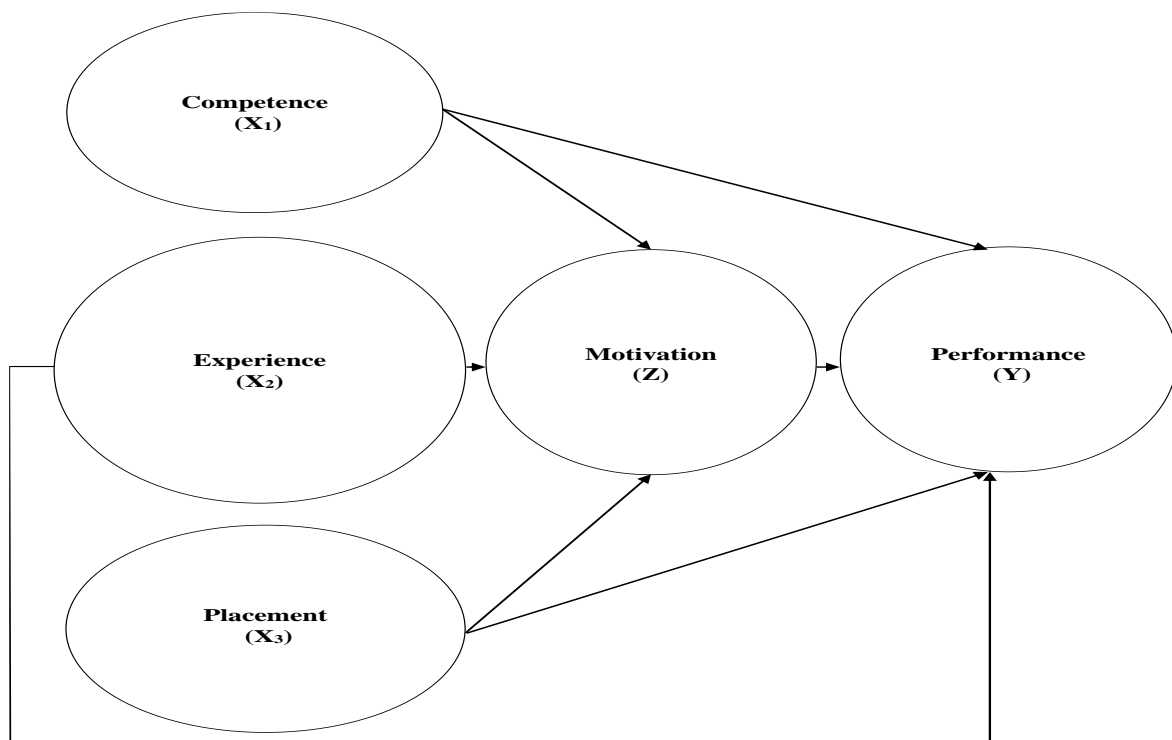


Figure 3. Conceptual Framework

III. Research Method

The research design used by the author is a causal analysis. The population in this study were all employees at BPPSDM Ministry of Agriculture Jakarta, as many as 335 people. Sampling in this study was carried out by random sampling, a technique that provides equal opportunities for sample members with an error rate of 10%. The formula used in determining the sample uses the Slovin formula. The type of data used in this study is primary data, namely data obtained directly from the object of research through filling out a questionnaire or a list of written statements submitted by the author to employee BPPSDM Ministry of Agriculture Jakarta.

The collection technique used in this study was done by distributing questionnaires. The questionnaires that the researchers distributed were 100 respondents. The questionnaire contains a list of systematically arranged statements, which respondents can fill out the form in an objective and closed manner. The scale used is the Likert scale.

IV. Results and Discussion

4.1 Result

The profile respondents who became the object of distributing the questionnaires were employees who worked at BPPSDM Ministry of Agriculture Jakarta. The total number of respondents who filled out this questionnaire was 100 people.

Table 2 . Characteristics of Respondents

No	Variabel	Classificasion	Total	Persentase (%)
1	Gender	Man	59	59%
		Woman	41	41%
		Total	100	100%
2	Age	20-30 Years	36	36%
		30-40 Years	45	45%
		>40 Years	19	19%
		Total	100	100%
3	Education	Senior High School	13	13%
		D3	16	16%
		S1	45	45%
		S2/S3	26	26%
		Total	100	100%
4	Experience	0 – 5 Years	17	17%
		5 – 10 Years	23	23%
		10 – 15 Years	39	39%
		>20 Years	21	21%
		Total	100	100%

Source : Data processed from questionnaire results (2022)

Based on the descriptive analysis of the variables that have been carried out in this study, it can be seen that the descriptive statistics of the competence variable have an average of 3.98 to 4.36 and a standard deviation of 0.593 to 0.726, indicating that all questionnaire items on this variable are included in the agreement on category with a distribution that is also not too broad and tends to focus on agreeing to answers. X1.4 (I have the ability to solve problems) is the statement most agreed by the respondents. A descriptive analysis of the variables that have been carried out in this study can be seen that the descriptive statistics of the experience variable have an average of 3.86 to 4.33 and a standard deviation of 0.566 to 0.711, indicating that all questionnaire items on this variable are included in the agree on category with a distribution that is also not too wide and tends to focus on agreeing to answers. Only on statement X2.1 (the work experience I have, makes me avoid mistakes in carrying out my work), which is most inclined towards a neutral response compared to other statements.

In a descriptive analysis of the variables that have been carried out, it can be seen that the descriptive statistics of the placement variable have an average of 3.86 to 4.33 and a standard deviation of 0.592 to 0.736, indicating that all questionnaire items on this variable fall into the agree on category with a distribution that is also not too wide and tends to focus on agreeing to answers. The most dominant indicator in this variable is X3.1 (academic achievements that I have can support my productivity at work), which means that respondents feel the benefits of their achievements. A descriptive analysis of the

variables that have been carried out in this study can be seen that the descriptive statistics of the motivation variable have an average between 3.81 to 4.37 and a standard deviation between 0.484 to 0.669, indicating that all questionnaire items on this variable are included in the agree on category with a distribution that is also not too wide and tends to focus on agreeing to answers.

Based on the descriptive analysis of variables that have been carried out in this study, it can be seen that the descriptive statistics of the performance variable have an average between 3.81 to 4.36 and a standard deviation between 0.484 to 0.722 indicating that the eight questionnaire items on this variable are included in the agree on category with a distribution that is also not too wide and tends to focus on agreeing to answers. Indicator Y1.1 (I always do a good job) has a significant average and standard deviation, which means that most respondents agree and strongly agree with the statement.

Test *composite reliability* aims to test instrument reliability is something model study. If whole mark variable latent own mark *composite reliability* nor Cronbach $\alpha \geq 0.7$ Thing that constructs own reliability is good, or the questionnaire used as a tool in the study this has reliable or consistent. The following are the results of the *composite reliability* test presented in Table 3.

Table 3 . Composite Realibility Test Results

Variable	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	Information
Competence (X1)	0.809	0.862	Valid & Reliable
Experience (X2)	0.872	0.903	Valid & Reliable
Placement (X3)	0.908	0.926	Valid & Reliable
Motivation (Z)	0.847	0.987	Valid & Reliable
Performance (Y)	0.856	0.888	Valid & Reliable

Source: *SmartPLS output primary data* , processed by researchers (2022)

On Picture served results *bootstrapping bootstrapping model inner study*.

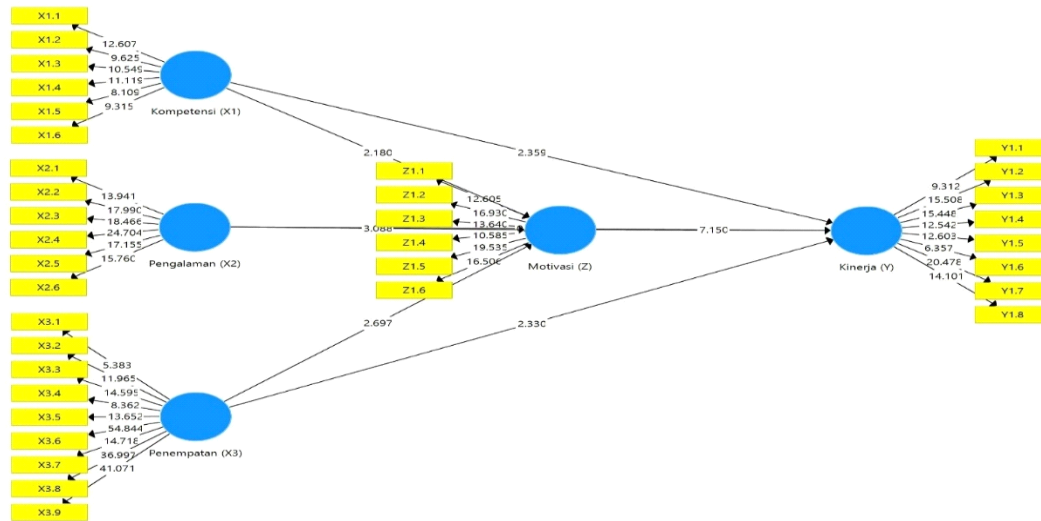


Figure 4. Model Inner Model Test

(Source: *SmartPLS Data Processing Results*, processed by researcher 2022)

Table 4 . Mark Results Test R²

	R value ²	Information
Performance (Y)	0.896	Strong
Motivation (Z)	0.563	Moderate

Source: Data primary output *SmartPLS* , processed by researcher (2022)

Based on the data processing results, 56.3% of employee motivation is influenced by competence, experience, and placement. As big as 44.7%, the rest were influenced by other factors that were not the focus of this study. Next based on the results of data processing show that 89.6% of employee performance is influenced by competence, experience, placement, and motivation, while the rest, as big as 11.4% influenced by other factors that were not the focus of the study.

Mark estimation for connection Among track in model structural should be significant. Mark significance this obtained with procedure *bootstrapping*. See significance on a hypothesis with seeing mark coefficient parameter and mark significance t statistics on *algorithm bootstrapping report* mark significance t statistics should come more from 1.96 with level significance p-value 0.05 (5%) and coefficient beta worth positive.

Table 5 . Path Coefficients Direct Impact

<i>Structural Path</i>	<i>Path Coefficients</i>	T Values	P Values	Information
Competence (X1) => Performance (Y)	0.080	2,359	0.019	Positive and Significant
Competence (X1) => Motivation (Z)	0.161	2,180	0.030	Positive and Significant
Motivation (Z) => Performance (Y)	0.735	7,150	0.000	Positive and Significant
Placement (X3) => Performance (Y)	0.219	2,330	0.020	Positive and Significant
Placement (X3) => Motivation (Z)	0.378	2,697	0.007	Positive and Significant
Experience (X2) => Performance (Y)	0.003	0.060	0.952	Not significant
Experience (X2) => Motivation (Z)	0.342	3.088	0.002	Positive and Significant

Source: *SmartPLS output primary data*, processed by researcher 2022)

Based on the seven-track, which influences directly on the model served in table 4.10, there is one way that no significant influence variable the goal. One lane the is track experience (X2) => performance (Y) with mark t = 0.060. Based on test statistics, the seen motivation own influence most big to employee performance.

Table 6 . Path Coefficients Indirect Impact

<i>Structural Path</i>	<i>Path Coefficients</i>	T Values	P Values	Information
Competence (X1) => Motivation (Z) => Performance (Y)	0.118 _	2 , 114	0.035	Positive and Significant
Experience (X2) => Motivation (Z) => Performance (Y)	0.252	2,962	0.003	Positive and Significant
Placement (X3) => Motivation (Z) => Performance (Y)	0.278	2,189	0.029	Positive and Significant

Source: *SmartPLS output primary data* , processed by researchers (2022)

Based on table 6 role variable mediation, the motivation mediates competence, experience, and placement, everyone's influence positive and significant to performance. Results multiplication coefficient track variable latent going to motivation with coefficient track motivation to performance generate coefficient which positive and is at on area reception hypothesis.

The results of the data processing of the correlation matrix between dimensions of exogenous and endogenous variables and their mediating variables can be seen in table 7.

Table 7 Inter-Dimensional Correlation Matrix

Variable	Dimension	Motivation (Z)			Performance (Y)			
		Existence Needs (Z1.1)	Relationship Needs (Z1.2)	Growth Needs (Z1.3)	Quality (Quality) (Y1.1)	Work Skills (Y1.2)	Cooperation (Y1.3)	Quantity (Y1.4)
Competence (X1)	Knowledge (X1.1)	0.481	0.424	0.531	0.507	0.401	0.536	0.554
	Skills (X1.2)	0.304	0.347	0.397	0.322	0.358	0.421	0.407
	Attitude (X1.3)	0.224	0.350	0.294	0.241	0.357	0.535	0.295
Experience (X2)	Length of Time / Working Period (X2.1)	0.456	0.599	0.480	0.443	0.510	0.482	0.499
	Level of Understanding and Proficiency (X2.2)	0.457	0.650	0.495	0.474	0.615	0.436	0.521
	Mastery of Tasks and Work Equipment (X2.3)	0.462	0.607	0.455	0.498	0.590	0.399	0.482
Placement (X3)	Academic Achievement (X3.1)	0.683	0.459	0.709	0.757	0.514	0.607	0.757
	Experience (X3.2)	0.441	0.660	0.509	0.496	0.623	0.460	0.545
	Physical and Mental Health (X3.3)	0.282	0.673	0.383	0.328	0.678	0.490	0.392
	Age (X3.4)	0.265	0.676	0.369	0.315	0.650	0.543	0.391
Motivation (Z)	Existence Needs (Z1.1)				0.865	0.408	0.465	0.909
	Relationship Needs (Z1.2)				0.497	0.769	0.636	0.592
	Growth Needs (Z1.3)				0.917	0.491	0.529	0.977

Source: Primary data processed by researchers (2022)

The most important relationships among these results are as follows:

- 1) The most substantial relationship between the competency variable to motivation is in the knowledge dimension to the existential need dimension with a value of 0.481. The most substantial connection between the competency variable and performance is between the knowledge and quantity dimensions, with a value of 0.554.
- 2) The most substantial relationship between the experience variable to motivation is on the dimensions of understanding and proficiency in the relationship needs dimension with a value of 0.650. The most substantial connection between the experience variable to performance is on the dimensions of understanding and proficiency in the work skills dimension, with a value of 0.615.
- 3) The most substantial relationship between the placement variable and motivation is the academic achievement dimension to the growth needs dimension with a value of 0.709. The most substantial connection between the placement variable on performance is the dimensions of academic achievement on the dimensions of quality and quantity, with a value of 0.757.
- 4) The most substantial relationship between the motivation variable to performance is the dimension of growth needs to the quantity dimension with a value of 0.977.

4.2 Discussion

The results of the analysis that has been carried out using the *SmartPLS program* in answering the hypothesis in this study that competence has a positive and significant effect on employee performance. According to Rivai (2016: 229), competence (*competency*) is a fundamental characteristic possessed by a person that directly affects or can predict excellent performance. The results of this study are also following the results of previous studies researched by Rejeki and Widigdo (2021), Suyitno (2017), Sujiati, Ma'arif, and Najib (2017) concluded that competence has a positive and significant effect on employee performance.

Research analysis has been done to answer the hypothesis in this study that experience has no significant effect on employee performance. The character of the work carried out by employees may be more in the administrative field, which causes employees not to need experience in carrying out their work. If employees find it difficult in their work, they can seek information or ask other employees. This study also follows the results of previous studies examined by Sulaikah, Maharani, and Hidayah (2021) and Salju and Lukman (2018), which stated that experience did not affect employee performance. Sutrisno (2017: 158) says that work experience is a basis or reference for an employee to be able to place himself in the right conditions, dare to take risks, be able to face challenges with full responsibility, and be able to communicate well with various parties to maintain productivity performance and produce competent individuals in their fields.

Answering the hypothesis in this study that placement has a positive and significant effect on performance. This study also follows the results of previous studies researched by Mansur, Mattalatta, and Baharuddin (2017) and Nikmah and Armaniah (2021), which concluded that placement has a positive effect on employee performance. Bangun (2012:95) says that work placement is related to adjusting one's abilities and talents with the work.

In answering the hypothesis in this study, motivation has a positive and significant effect on employee performance. According to Hasibuan (2016:111), motivation is a willingness to try as optimally as possible to achieve organizational goals, which is influenced by the ability of the business to satisfy several individual needs. Employees are motivated at work can be seen from their work to achieve important goals. Riyanto, Sutrisno, and Ali (2017) and Ariani *et al.* (2020) also stated the same result in this research proves that motivation has a positive and significant effect on performance. Motivation is closely related to a person's effort at work.

Analysis result research has been done to answer the hypothesis in this study that competence has a positive and significant effect on motivation. According to Kasmir (2016:182), the competence of HR is one of the keys to the success of the organization in achieving its goals. Silaban, Handaru, and Saptono (2021) and Syahrums, Brahmāsari, and Nugroho (2016), in their research, stated that competence has an effect on employee motivation.

Research analysis has been carried out to answer the hypothesis. In this study, experience has a positive and significant effect on motivation. These results are in line with the research of Siswanto, Saleh, and Wahyuni (2019) and Sukidjo and Efendi (2021), which state that experience has an effect on motivation. Results also align with the theory mentioned by Johnson (2017:86) that the essence of experience is an understanding of something that is lived with appreciation, and experiencing something is obtained by experience, skills or values integrated into self-potential.

An analysis of the research has been done to answer the hypothesis in this study that placement has a positive and significant effect on motivation. This study also follows the results of previous studies conducted by Paramitha, Amelia, and Perdana (2020) and Hardono, Nasrul, and Hartati (2019). The study states that the placement of human resources has an effect

on employee motivation. The placement process will be very decisive in getting competent employees needed by the organization (Suwatno in Hardono, 2019:34).

The analysis results have been carried out to answer the hypothesis in this study that competence has a positive and significant effect on performance mediated by motivation. In line with previous research that has been carried out by Basori *et al.* (2017), Kurniasari, Thoyib, and Rofiaty (2018) state employee competence have an effect on motivation. Besides that on-track model, other shows that perception mark motivation by positive and significant effect performance so that plot coefficient total Becomes positive and significant. With saying additional motivation to influence mediate competence to performance.

Research analysis has been to answer the hypothesis in this study that experience has a positive and significant effect on performance mediated by motivation. In line with previous research carried out by Siswanto *et al.* (2019), Sukidjo and Efendi (2021) state that employee experience has an effect on motivation. According to Nawawi (2016:42), experience is a supporting factor for the knowledge possessed by a worker. Someone who already has more work experience will gain trust, authority, and smoothness in work which affects the ability to carry out their duties.

Answering the hypothesis in this study that placement has a positive and significant effect on performance mediated by motivation. In line with previous research carried out by Hardono *et al.* (2019), Saputra, Hendriani, and Machasin (2017) state that employee placement has an effect on employee motivation. The purpose of holding a placement is to place employees as implementing elements of work in positions that meet the criteria (Suwatno in Elmi, 2018: 53). According to Robbins in Mangkunegara (2016:61), motivation, in general, can be explained as a need that encourages action for a particular purpose. So work motivation is a spirit or drives to work that can be influenced by the placement of a workforce that impacts the level of performance.

Based on these findings, the managerial implications that can be conveyed and suggested are as follows:

- 1) Institutions or management should pay more attention to choosing employee recruitment because work placements by the academic achievements of prospective employees can determine the quality of work and quantity of work while working.
- 2) Institutions or management must attract attention to the welfare and sense of security of employees while working by providing salaries that are by their duties, responsibilities, and work risks to employees who are indeed outstanding to increase their motivation and quantity of performance.
- 3) Institutions or management must appreciate and recognize employees who show brilliant performance to be rewarded or promoted to a better position so that employees feel motivated and increase the quantity of their performance.

V. Conclusion

- 1) Competence has a positive and significant effect on employee performance.
- 2) Experience has no significant effect on employee performance.
- 3) Placement has a positive and significant effect on employee performance.
- 4) Motivation has a positive and significant effect on employee performance.
- 5) Competence has a positive and significant effect on employee motivation.
- 6) Experience has a positive and significant effect on employee motivation.
- 7) Placement has a positive and significant effect on employee motivation.
- 8) Competence has a positive and significant effect on employee performance mediated by motivation.

- 9) Experience has a positive and significant effect on employee performance mediated by motivation.
- 10) Placement has a positive and significant effect on employee performance mediated by motivation.

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