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The Influence of Placement and Competency on Motivation and Its Implications for the Performance of Bhayangkara Hospital Jambi Employees

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Abstract: This research aims to find out and analyzeThe influence of placement and competency on motivation and its implications for the performance of Bhayangkara Hospital Jambi employees. This type of research uses descriptive and verification research. The object of this research is the 93 employees of Bhayangkara Hospital Jambi. This research uses the path analysis method (Path Analysis). Based on the results of the questionnaire regarding the placement of the score, it is 10,872 which is included in the "Very Suitable" category. Then the description of the competency variable shows that it is included in the "Very High" category with a total score of 17,297. Then to describe the motivation variable, it shows that the score obtained was 7,419 which is included in the "High" category. Meanwhile, the description of employee performance variables shows that the score obtained was 10,857 in the "Very High" category. Based on the research results, placement and competency directly and indirectly influence motivation, placement and competency directly and indirectly influence employee performance, motivation influences employee performance. Then placement and competency through motivation have an influence on the performance of Bhayangkara Jambi hospital employees.

Keyword: Placement, Competency, Motivation, & Employee Performance.

INTRODUCTION

Human resource management (HRM), namely the management of human resources as the main asset through the implementation of management functions and operational functions so that the organizational goals that have been set can be achieved well (Sinambela, 2016). Then according to Bone and Bokingo (2020), HRM is a continuous process in managing the workforce, starting from recruitment, training, performance appraisal, career development, to termination of employment. Thus, this requires people who quickly adapt to change, have the ability to work in new ways, and have qualities that match those desired by the organization. Therefore, to achieve this goal, there is also a need for appropriate work placements.

Employee placement has the main objective of placing someone into an appropriate work position (Sabrina, 2021). Haryanto (2021) explains that employee placement is a process for allocating workers to the right positions, so that it can increase the company's efficiency and effectiveness. If this employee placement is implemented correctly, it can ultimately affect employee performance. However, in placing these employees, companies must pay attention to several factors, such as company needs, employee competency, and long-term organizational goals. Employee placement must be adjusted to the company's needs and must be supported by competencies that are appropriate to the duties and responsibilities of that position.

Apart from placement, competency is a component that is no less important in influencing motivation. that the competency variable has a significant effect on motivation. Competence is not always defined as a person's knowledge or expertise, but also a person 's desire to do what they know, so that they can provide benefits (Herlina, Dewi, and Anisa, 2022). If the abundance of various resources is not accompanied by the provision of human resource competence, it will be useless because it cannot be managed and utilized properly (Sinambela, 2016). However, if it is managed by quality human resources it will certainly produce something more optimal.

One of the important things that needs to be considered in human resource management is work motivation. Once someone is motivated, he will be driven to do everything to achieve a series of goals. In fact, individual work motivation has a direct effect on the performance and alertness of individuals and groups and has an indirect effect on organizational performance (Ajabar et al., 2021). It was further explained by Suswati (2022) that someone who has work motivation will be more alert in their work and produce much better performance than individuals who do not have work motivation. adding that without motivation to work, employees are less enthusiastic about the work they are doing and give up more quickly when they fail.

Judging from several variables that can influence work motivation, if work motivation is disrupted this will have implications for employee performance. To improve this performance, it is necessary to create achievement standards by writing statements about the various conditions that are expected when the work will be carried out (Sinambela, 2016). Good performance will be influenced by two things, namely the level of ability or competency and good work motivation. This is similar to the results of research conducted by Suswati (2021) that employee placement and work motivation influence the performance of employees in a banking company. So, the contribution of work motivation to performance cannot be ignored. Even though an employee's abilities are very good, if their work motivation is low, their performance will also be low. employees have the main goal of placing someone in an appropriate work position (Sabrina, 2021).

Haryanto (2021) explains that pEmployee placement is a process for allocating workers to the right positions, so as to increase the company's efficiency and effectiveness. Apart from placement, competency is a component that is no less important in influencing motivation. that the competency variable has a significant effect on motivation.Competence is not always defined as a person's knowledge or expertise, but also a person's desire to do what they know, so that they can provide benefits(Herlina, Dewi, and Anisa, 2022).

At RS Bhayangkara Jambi, there are several services that have not met targets from year to year. This shows that the performance of Bhayangkara Jambi hospital employees is still not optimal and cannot fully meet service targets. The employee performance assessment data at the Bhayangkara Tk.II Jambi hospital is summarized in table 1 below:

Table 1. Employee Performance Assessment Data at Rumah Sakit Bhayangkara Tingkat II Jambi

Year	Employee Performance Assessment from Leadership assessment and work activities		
	Target	Realization	Achievement (%)
2020	90-100	75-91	82,5
2021	90-100	80-91	85,5
2022	90-100	81-92	86,5
2023	90-100	85-92	88,5
2024	90-100	86-92	89,0

Based on the data from the table above, the performance assessment of Bhayangkara Jambi Hospital employees tends to increase, although not significantly, but is almost close to the expected target value, namely with the average achievement score in the last 5 years being 86 or a percentage of 86% of the target value. 100. Therefore, in this case there is still a need to improve employee performance in order to achieve the target of at least 90%.

So if we look at the description of the observation results based on existing data, it can be concluded that the core problem that occurs at Bhayangkara Jambi Hospital is related to employee motivation and performance, which in this case is thought to be influenced by the problem of employee placement and competency. This is illustrated in the results of observations which show that the number of employees at Bhayangkara Hospital Jambi is fluctuating downwards, there are still many vacant positions and unsuitable positions due to a shortage of employees with ranks that meet the requirements for these placements. Then the number of specialist professions increases every year but cannot fulfill and represent all the health services provided by Bhayangkara Hospital. There is also a lack of employee competency when seen from the fact that there are still health workers who do not yet have a Registration Certificate (STR), Practice License (SIP), special medical certification, non-medical certificate, permits for further education to advance to the professional level, professional competency exams, and increasing competency with internal and external training. Observation data also shows that employee motivation has not been maximized because the fulfillment of additional income has not been maximized. Apart from that, employee performance is still not optimal when viewed from the health service achievements of employees and assessments that have not reached 100% from year to year even though there is an insignificant increase.

METHOD

To analyze the influence of placement and competency on work motivation and its implications for employee performance, this research uses path analysis. According to Riswan and Dunan (2019), path analysis is used when theoretically analyzing the pattern of relationships between variables with the aim of explaining the direct and indirect effects of a set of causal variables on other variables which are effect variables. Therefore, this test is included in research with a quantitative approach. Research with a quantitative approach needs to use data analysis. This data analysis is related to calculations answering the problem formulation and testing the proposed hypothesis. In order to answer research objectives two to five, verification analysis was used, namely to determine the magnitude of the influence between independent variables on the dependent variable. Inferential analysis in this research uses path analysis.

The path analysis research model is a research model to look for the direct or indirect influence of independent variables on dependent variables (Duryadi, 2021). In the path analysis model, the term used to refer to the independent variable is the exogenous variable, for the dependent variable it is the endogenous variable. Then there are intervening variables/mediation variables and moderating variables/moderation variables. Path analysis

itself cannot be used as a substitute for researchers to see causal relationships between variables. Causal relationships between variables have been established using a model based on theoretical foundations.

The magnitude of the indirect effect can be determined by transferring each direct effect coefficient from the research equation. In processing using SPSS software, the path coefficient can be seen in the standardized coefficient value "Beta". This analysis is one option in order to study the dependence of a number of variables in the model. This analysis is a good method for explaining when there is a large set of data to analyze and look for causal relationships. The development of a path analysis model must be based on quality relationships that have a strong theory. This development aims to develop causality that wants to be tested and expressed in equation form before making a path analysis. The model is designed based on concepts and theories.

The instrument used in this research is a questionnaire. So the questionnaire here is a list of questions made by researchers about variables placement (X_1), competency (X_2), work motivation (Y), and employee performance (Z).The form of questionnaire created by the researcher is a closed questionnaire, which contains a list of questions that expect respondents to choose one alternative answer for each question that has been provided.

RESULTS AND DISCUSSION

Validity Test Results

Before the actual research data collection was carried out, the questionnaire used was first tested on 30 respondents. This aims to identify deficiencies in the questionnaire items. To carry out the validity test, use the Product Moment Correlation formula by comparing rcount with rtable for degree of freedom (df) = n – 2. To find out whether the questionnaire for each variable used is valid or not, the rxy that has been obtained (rcount) is consulted. with rtable product moment at α 5%. If rcount > rtable then the questionnaire is said to be valid and if rcount < rtable then the questionnaire is said to be invalid. The following are the results of the validity test calculations for each research variable:

Table 2. Validity Test Results of Research Variables

Items	Placement (X_1)	Competency (X_2)	Motivation (Y)	Employee Performance (Z)
1	0.782	0.976	0.659	0.933
2	0.74	0.911	0.758	0.899
3	0.759	0.933	0.936	0.933
4	0.766	0.952	0.889	0.924
5	0.748	0.969	0.933	0.933
6	0.75	0.692	0.947	0.903
7	0.852	0.951	0.956	0.901
8	0.863	0.911	0.823	0.865
9	0.877	0.941	0.862	0.809
10	0.895	0.905	0.918	0.929
11	0.865	0.836	0.811	0.847
12	0.916	0.939	0.941	0.905
13	0.844	0.967	0.889	0.889
14	0.897	0.972	0.942	0.861
15	0.719	0.912	0.927	0.785
16	0.737	0.976	0.858	0.769
17	0.588	0.94	0.877	0.796
18	0.808	0.933	0.908	0.918
19	0.839	0.952	0.912	0.972
20	0.874	0.94		0.988
21	0.884	0.893		0.972

22	0.572	0.935		0.988
23	0.39	0.972		0.848
24	0.427	0.972		0.988
25	0.903	0.92		0.906
26	0.382	0.92		0.92
27	0.84	0.868		0.942
28		0.967		
29		0.933		
30		0.96		
31		0.933		
32		0.936		
33		0.939		
34		0.896		
35		0.967		
36		0.943		
37		0.943		
38		0.949		
39		0.945		
40		0.945		
41		0.945		
42		0.934		

Source: Data processed 2024

Based on the calculation results in table 2 above, it can be seen that the value of rcount > rtable and this means that all existing questionnaire statements can be declared valid. So that all items from this statement can be included in research measurements, namely the variables of placement, competency, motivation and employee performance.

Reliability Test Results

After the statement is declared valid, a reliability test is then carried out. Reliability is the ability of an instrument to be relied upon in collecting data. If an instrument is good and the data obtained is in accordance with reality, then the data collection results will always be the same even if it is repeated several times. In this research, to determine the reliability of the instrument used, namely the questionnaire, the Cronbach Alpha coefficient formula was used. The criterion for measuring reliability is if the Cronbach Alpha value is > 0.60, which indicates that the measuring instrument used is reliable or consistent. The following are the results of the research variable reliability test:

Table 3. Reliability Test Results for Research Variables

No.	Variable	Number of Items	Cronbach's Alpha	Measurement Limits	Inform
1.	Placement (X1)	27	0,967	0,60	Reliable
2.	Competency (X2)	42	0,996	0,60	Reliable
3.	Motivation (Y)	19	0,981	0,60	Reliable
4.	Employee Performance (Z)	27	0,990	0,60	Reliable

Source: Data processed 2024

Based on the results of the reliability test which can be seen in table 3, it is known that all research variables have a Cronbach's Alpha value of more than 0.60 ($\alpha > 0.60$). So it can be concluded that all research variables, namely placement (X1), competency (X2), motivation (Y), and employee performance (Z) are reliable. This means that there is consistency among respondents in answering the proposed research variable statements.

Path Analysis Test Results

Based on the value obtained for each path coefficient sub-structure which has been described and explained both directly and indirectly, as well as the total influence between each independent variable, such as placement (X_1) and competence (X_2) on motivation (Y) and its implications on employee performance (Z), if the five structures are combined into one complete unit from the path coefficient analysis used in this research, it can be seen in the following picture:

Table 4. Output Results of Structural Path Analysis

No	Model	Unstandardized Coefficient		Beta
		B	Std. Error	
1	X1 – Y	0.395	0.076	0.501
2	X2 – Y	0.184	0.049	0.360
3	X1 – Z	0.337	0.094	0.294
4	X2 – Z	0.457	0.061	0.618
5	Y – Z	1.248	0.077	0.860
rx1x2 = 0,766				

Source: Data processed 2024

The results of the equation above are entered into the structural equation drawing to produce something like this:

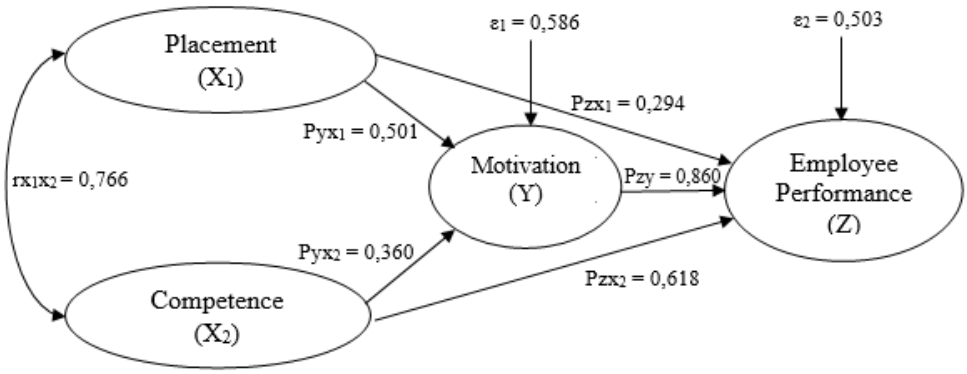


Figure 1. Path Analysis Model Test Results

After testing the model, hypothesis testing is carried out to see the simultaneous and partial influence of independent factors on the dependent variable. The F test is used for simultaneous testing, and the crucial F value (F-table) is 3.10 at an error rate of 5% ($p < 0.05$) compared to the calculated F value (F-count). Using the t test, partial testing was carried out at an error level of 5% ($p < 0.05$) by comparing the calculated t value (t-count) with the critical t value (t-table) of 1.987. A positive and significant influence between latent variables is shown if the calculated value meets this threshold, which means the research model hypothesis is accepted (proven). Conversely, if the threshold is not met, the influence between latent variables is not accepted (the hypothesis is not proven). The following table provides an overview of the findings from the hypothesis testing conducted for this study.

Table 5. Recapitulation of F and t Value Calculations

Hypothesis	Fand t Count	Sig.	Information
X1 & X2 -> Y	86.120	0.000	Hypothesis Accepted
X1 -> Y	5.216	0.000	Hypothesis Accepted
X2 -> Y	3.747	0.000	Hypothesis Accepted
X1 & X2 -> Z	132.601	0.000	Hypothesis Accepted
X1 -> Z	3.566	0.001	Hypothesis Accepted

X2 -> Z	7.485	0.000	Hypothesis Accepted
Y -> Z	16.104	0.000	Hypothesis Accepted

Source: Data processed 2024

Based on the results of hypothesis testing summarized in Table 5 above, it can be concluded that all proposed hypotheses are accepted, both simultaneously and partially. This shows that work motivation and performance are influenced positively and significantly by placement and competency. Likewise, performance is positively and significantly influenced by motivation.

Discussion

General Overview of Competency Application, Work Environment, Motivation and Performance

Research data with placement characteristics (X_1), competency (X_2), motivation (Y), and performance (Z) shows that the placement at Bhayangkara Jambi Hospital is included in the "Very Suitable" category with an average placement variable of (X1) is 402.67. Thus, there are dimensions of academic achievement, experience; physical and mental health; and age can influence employee placement at the Bhayangkara Jambi hospital.

The existing competency at the Bhayangkara Jambi hospital is included in the "Very High" category with an average competency variable (X_2) of 411.8. Thus, the dimensions of knowledge, skills and abilities can influence employee competency at Bhayangkara Jambi Hospital.

The motivation at Bhayangkara Jambi Hospital is included in the "High" category with an average placement variable (Y) of 390.47. Thus, the existence of the dimension of peace and encouragement to work as well as possible can influence employee motivation at Bhayangkara Jambi Hospital.

The performance at the Bhayangkara Jambi hospital is included in the "Very High" category with an average placement variable (Z) of 402.1. Thus, the dimensions of work results, work behavior and personal characteristics can influence employee placement at Bhayangkara Jambi Hospital.

Simultaneous Placement and Competency on Motivation

Based on the results of the Anova test above the F test using SPSS 22.0, it was obtained that Fcount > Ftable so that Ho was rejected and Ha was accepted, which means that there is a simultaneous influence of placement and competence on the motivation of Bhayangkara Jambi hospital employees. Meanwhile, to see the significant value, a significant value of 0.000 is obtained, because the significance level is <0.05 (0.00 <0.05), it can be concluded that placement and competency have a significant effect on motivation.

The results of this research are in line with research conducted by Herlina, Dewi, and Anisa (2022) which states that there is a significant influence between competency and placement on employee work motivation. Apart from that, in Budiyanto and Mochklas's (2020) research, placement and competency were also considered to have a significant influence on work motivation.

The relationship between placement variables and motivation is basically related to the extent to which the work environment or work situation faced by an individual influences his level of motivation. Likewise, high competence creates a sense of accomplishment and satisfaction that increases the individual's intrinsic motivation. So that placement and competency together can influence employee motivation at Bhayangkara Jambi Hospital. Where, if the placement and competence are more appropriate and higher, the higher the

motivation will be. However, on the other hand, if the placement and competence are increasingly unsuitable and low, the motivation will also decrease

Placement and Competency on Employee Performance Simultaneously

Based on the results of the Anova test above the F test using SPSS 22.0, it was obtained that Fcount > Ftable so that Ho was rejected and Ha was accepted, which means that there is an influence of placement and competency simultaneously (simultaneously) on the performance of Bhayangkara Jambi hospital employees. Meanwhile, to see the significant value, a significant value of 0.000 is obtained, because the significance level is < 0.05 (0.00 < 0.05), it can be concluded that placement and competency have a significant effect on employee performance.

The results of this research are in line with research conducted by Sudiantini, et al (2023) who in their research stated that competency and placement have a positive and significant influence on performance. Apart from that, research from Manullang, et al (2020) also explains that competency and work placement simultaneously have a significant effect on performance. The relationship between placement variables and performance reflects the extent to which the fit between individuals and their job roles influences their work outcomes. Likewise, the relationship between competency variables and performance shows that a person's level of competence in carrying out certain tasks can influence their performance.

So that placement and competency together can influence employee performance at Bhayangkara Jambi Hospital. Where, if the placement and competency are more appropriate and higher, the performance will be higher. However, on the other hand, if the placement and competence are increasingly unsuitable and low, the performance will also decrease.

Partial Placement and Competence on Motivation

The figure obtained ttable = (0.05; 93 – 2 – 1) = (0.05 ; 90), this figure was then used as a reference to look at the ttable in the distribution of statistical ttable values and obtained a value of 1.987. Because the value of tcount is 5.216 > ttable 1.987, H0 is rejected and Ha is accepted, which means that there is a partial influence of placement on motivation. Then the value of tcount is 3.747 > ttable 1.987 so that H0 is rejected and Ha is accepted, which means that there is a partial influence of competence on motivation. Meanwhile, to see the significance value, a significant value of 0.000 was obtained for the placement variable and 0.000 for the competency variable. Because the significance level is < 0.05 (0.000 < 0.05), it can be partially concluded that placement and competency have a significant effect on employee motivation at Bhayangkara Jambi Hospital.

The results of this research are in line with research conducted by Herlina, Dewi, and Anisa (2022) which states that there is a significant influence between competency and placement on employee work motivation. Apart from that, in Budiyanto and Mochklas's (2020) research, placement and competency were also considered to have a significant influence on work motivation. So, if the placement and competence are more appropriate and higher, the higher the motivation will be. However, on the other hand, if the placement and competence are increasingly unsuitable and low, the motivation will also decrease.

Placement and Competency on Partial Performance

The figure obtained ttable = (0.05 ; 93 – 2 – 1) = (0.05 ; 90), this figure was then used as a reference to look at the ttable in the distribution of statistical ttable values and obtained a value of 1.987. Because the tcount value is 3.566 > ttable 1.987, H0 is rejected and Ha is accepted, which means that there is a partial influence of placement on employee performance. Then the value of tcount is 7.485 > ttable 1.987 so that H0 is rejected and Ha is accepted, which means that there is a partial influence of competence on employee

performance. Meanwhile, to see the significance value, a significant value was obtained of 0.001 for the placement variable and 0.000 for the competency variable. Because the significance level is <0.05 (0.000 <0.05), it can be partially concluded that placement and competency have a significant effect on the performance of Bhayangkara Jambi Hospital employees.

The results of this research are in line with research conducted by Sudiantini, et al (2023) who in their research stated that competency and placement have a positive and significant influence on performance. Apart from that, research from Manullang, et al (2020) also explains that competency and work placement simultaneously have a significant effect on performance. So that placement and competency together can influence employee performance at Bhayangkara Jambi Hospital. Where, if the placement and competency are more appropriate and higher, the performance will be higher. However, on the other hand, if it is increasingly inappropriate and the placement and competence are low, the performance will also decrease.

Motivation on Employee Performance

The sixth hypothesis discusses the partial influence of motivation on employee performance as proven through the t-test. From the results of the tests carried out, the t-count for the motivation variable was 16,104. Because the tcount value is 16,104 > ttable 1.987 and the significant value is 0.000 or the significance level is <0.05 (0.000 <0.05), then H0 is rejected and Ha is accepted, which means that motivation has a significant effect on employee performance at the Bhayangkara Jambi hospital.

The results of this research are in line with research conducted by Suswati (2021), Wijayanto and Riani (2021), and Chien et al (2020) which states that motivation has an influence on employee performance. So motivation can influence employee performance at Bhayangkara Jambi Hospital. Where, if employee motivation is higher, their performance will be higher and vice versa

CONCLUSION

Based on the results of hypothesis testing and discussion, the following can be concluded:

1. Based on the results of the descriptive analysis carried out, it shows that placement is in a "very suitable" condition, competence is in a "very high" condition, motivation is in a "high" condition, and employee performance at Bhayangkara Jambi Hospital is "very high".
2. Placement and competency directly and indirectly influence the motivation of Bhayangkara Jambi hospital employees.
3. Placement and competency directly and indirectly influence the performance of Bhayangkara Jambi hospital employees.
4. Motivation influences the performance of employees at Bhayangkara Jambi Hospital.
5. Placement and competency through motivation have an influence on the performance of Bhayangkara Jambi hospital employees.

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