

The Influence of Work Motivation, Employee Placement, and Competency Development on Achieving Production Target In the Blow Moulding Industry

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Abstract

The purpose of this study was to analyze the influence of work motivation, employee placement and competency development on the achievement of production targets. The method used in this study is the associative method using quantitative analysis. From the research that has been done, it is obtained that the value of t count > t table so that work motivation, employee placement and employee competency development have a positive and significant impact on employee performance in achieving the production targets that have been set. The R-square value obtained is 0.558 which states that the variables of work motivation, employee placement and competency development affect the achievement of production targets by 55.80% and the remaining 44.20% is influenced by other variables.

Keywords: work motivation, employee placement, competency development, achievement of production targets

1. Introduction

Human resources owned by a company is one of the factors that will affect the company's ability to achieve the targets set by management, one of which is the production target. The production process is the company's main source of profit. Every company certainly wants to have quality human resources to be able to achieve the targets that have been set (Kalesaran et al, 2014). In the current era of free trade, business competition will be increasingly complex with product variations, intensity and scope that may have never been experienced before (Yusran Bone et al, 2018) so that human resources are the most important investment that must be made by a company, because these human resources are the main element in developing business units (Waris dan Mangkunegara, 2015)

A company will be able to achieve the targets that have been set and have optimal performance based on the productivity of its employees, therefore every company will always try to encourage its employees to show their best performance (Paais dan Pattiruhu, 2020) where the best performance of employees will have an impact on the level of achievement of the company as a whole (Isrofani dan Chaerudin, 2021). Based on data on the results of achieving production targets at one of the blow molding companies in the city of Tangerang which produces Jegican with various sizes, it shows that the monthly production results produced are still far below the target set by management and there are still many reject products produced every month. With the number of reject products every month, of course, it will reduce the level of achievement of production targets that have been set by management, besides that the reject products will also reduce the profit that will be obtained by the company. Based on the introduction that has been mentioned and the phenomena found in the object of research, this study was conducted to analyze the contribution of work motivation, work placement and development of employee competencies to the achievement of the production targets that have been set.

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2. Literature Review

2.1. Work Motivation

Motivation is an impulse that comes from within a person to complete work optimally (Sutrisno, 2016), because by doing his job optimally the targets set by the company can be achieved and the company's achievements will reward employees (Siagian, 2007). In achieving the targets that have been set, work motivation is very much needed by employees, because with high work motivation, of course, they will have enthusiasm in completing every job assigned to them (Subhan Djaya, 2021). In addition, motivation is also an action or mover that will produce morale in a person to be able to work together in producing a work idea to achieve the targets that have been set (Hasibuan, 2017). The level of a person's motivation in doing a job can be measured using three indicators, namely the need for achievement, the need for power and the need for affiliation (Sari dan Aziz, 2019) According to research (Sari dan Aziz, 2019) explained that high work motivation can improve employee performance in completing their work, The same thing was also stated by the results of the study (Amalia dan Fakhri, 2016) which states that work motivation affects employee performance. Based on some of the results of these studies, the hypotheses in this study are:

Hypothesis 1: Work motivation has a positive and significant effect on employee performance in achieving production targets

2.2. Employee Placement

According to (Mathis dan Jackson, 2006) states that employee placement is placing an employee in the right job position, because employee placement will be able to affect the amount and quality of work of the employee (Fustino, 2000). Employee placement aims to improve the abilities and skills of employees to achieve the targets that have been set (Suwatno, 2011). In addition, the placement of employees in accordance with the specialization or work expertise possessed by employees will be able to improve the work mentality and work performance of employees and can achieve optimal results and employee creativity can develop properly (Rondo et al, 2018). On the other hand, inappropriate employee placement can hinder the achievement of the targets that have been set and can cause various problems (Adawiyah, 2022). Factors that must be considered in placing employees are educational background, work experience, physical and mental health, marital status, attitude and age (Sastrohadiwiryo, 2022). If there is an error in the placement of an employee, it is necessary to re-adjust by placing the employee back in a more suitable position and reassigning him with tasks that are in accordance with the talents and abilities of the employee (Sastrohadiwiryo, 2022).

According to research (Heri Murtiyoko, 2021) explained that there was a significant positive effect between employee placement on employee performance, the same thing was also stated by the results of the study (Sinaga, 2015) which states that employee placement has a significant effect on employee work productivity. Based on some of the results of these studies, the hypotheses in this study are:

Hypothesis 2: Employee placement has a positive and significant impact on employee performance in achieving production targets

2.3. Competency Development

In addition to work motivation and employee placement, factors that play an important role in improving employee performance to achieve the targets set by management are employee competency development. Competent employees will have a better, more consistent and more effective level of performance when compared to employees who do not have the competence in carrying out their work (Saputra dan Mulia, 2020). The level of individual competence in doing work can be measured through several indicators, including intellectual competence, emotional competence and social competence (Van Oosten et al, 2019). By developing employee competencies, it is hoped that it will increase employee satisfaction which has an impact on increasing employee productivity (Rahmawan dan Mei Retno, 2021) in achieving the targets that have been set, meanwhile employee competency development is one of the efforts made by the organization in a series of business unit development (Handoko, 2012).

Based on research results (Nugroho dan Paradifa, 2020) stated that the development of employee competence has a positive and significant effect on employee performance through the competence intervening variable, The same thing was also found by the results of the study (Azmi dan Serang, 2019) which states that the development of employee competence has a positive and significant effect on employee performance. Based on some of the results of these studies, the hypotheses in this study are:

Hypothesis 3: Employee competency development has a positive and significant impact on employee performance in achieving production targets

3. Research Methods

3.1. Population and Sample

This type of research uses the associative method, namely analyzing the influence of work motivation, employee placement and competency development on employee performance in achieving production targets in industrial blow molding using quantitative analysis. The sample used in this study were employees of a blow molding company that produces jerican of various sizes totaling 30 people, while the data collection techniques used in this study were through interviews, questionnaires and observations (Sugiyono, 2017)

3.2. Instrument Test

3.2.1. Validity Test

Validity test is one of the procedures used to measure whether the research variables are valid or not. The questionnaire can be said to be valid if the statement on the questionnaire is able to reveal something that is measured by the questionnaire. To be able to find out whether each question item is valid or not by looking at the corrected item total correlation value. If the question item has $r_{count} > r_{table}$, then the question item can be said to be valid (Suharsimi Arikanto, 2006)

3.2.2. Reliability Test

Reliability test is one of the instruments used to measure the accuracy, reliability, consistency, stability or dependability of the measuring instrument used (Husaini Usman dan R. Purnomo, 2000). The data reliability test was carried out using the Cronbach alpha method, namely an instrument can be said to be reliable if it has a reliability coefficient of 0.60 or more (Adawiyah, 2022)

3.3. Classic Assumption Test

3.3.1. Normality Test

Normality test is one of the tests to determine whether in a regression model, the independent variable and the dependent variable have a normal distribution or not. A good regression model is one that has a normal or close to normal data distribution (Santoso, 2002)

3.3.2. Heteroscedasticity Test

Heteroscedasticity test is one of the tests to find out whether in a regression model there is an inequality of variance from the residuals from one observation to another (Priyatno, 2011). The heteroscedasticity test in this study uses the scatter plot method, namely by looking at the pattern of the regression scatter plot points, if the points on the scatter plot spread in an irregular pattern above and below zero on the Y axis, then there is no heteroscedasticity problem (Kalesaran et al, 2014)

3.4. Hypothesis Test

3.4.1. Coefficient of Determination Test (R^2)

The coefficient of determination test was carried out to measure the extent to which the independent variables were able to explain the dependent variable. The coefficient of determination test is expressed in percentages whose values range between $0 < R^2 < 1$, if the value of R^2 obtained is close to 1, it shows a stronger influence (Hartono, 2009)

3.4.2. The t-Test

t-test is one of the individual partial regression coefficient tests used to determine the independent variables affect the dependent variable (Sujarweni, 2015). To find out the truth of the hypothesis, criteria are used if $t_{count} > t_{table}$ then reject H_0 and accept H_a , meaning that there is an influence between the dependent variable on the independent variable (Lussy, 2018).

4. Results and Discussion

4.1. Instrument Test Results

4.1.1. Validity Test Results

Validity test is used in a study to test the validity of the research questionnaire (Adawiyah, 2022). Validity test shows the degree of accuracy between factual data that occurs in data objects collected by researchers to find the validity of an item and correlate the item with the number of items (Sugiyono, 2017)

Table 1. Validity Test Results

Variable	Inquiry Code	Corrected Item-Total Correlation	r Table	Information
Work Motivation	X _{1.1}	0.672	0.361	Valid
	X _{1.2}	0.670	0.361	Valid
	X _{1.3}	0.633	0.361	Valid
	X _{1.4}	0.623	0.361	Valid
	X _{1.5}	0.701	0.361	Valid
	X _{1.6}	0.682	0.361	Valid
Employee Placement	X _{2.1}	0.663	0.361	Valid
	X _{2.2}	0.686	0.361	Valid
	X _{2.3}	0.635	0.361	Valid
	X _{2.4}	0.606	0.361	Valid
	X _{2.5}	0.651	0.361	Valid
	X _{2.6}	0.689	0.361	Valid
Competency Development	X _{3.1}	0.612	0.361	Valid
	X _{3.2}	0.598	0.361	Valid
	X _{3.3}	0.631	0.361	Valid
	X _{3.4}	0.655	0.361	Valid
	X _{3.5}	0.619	0.361	Valid
	X _{3.6}	0.624	0.361	Valid
Production Target Achievement	Y _{1.1}	0.728	0.361	Valid
	Y _{1.2}	0.746	0.361	Valid
	Y _{1.3}	0.695	0.361	Valid
	Y _{1.4}	0.726	0.361	Valid
	Y _{1.5}	0.735	0.361	Valid
	Y _{1.6}	0.716	0.361	Valid

Source: Primary data processed, 2022.

Based on the table 1, it can be seen from the variables used in this study consisting of 24 statements, having r tables (0.361). The results of the validity test show that the value of the correlation coefficient $r\text{-count} > r\text{-table}$, which means that each statement item on each variable is valid. The way to get the r table value is $df = n-2$, where the number of respondents is 30, so $30-2 = 28$, then the r table value is 0.361.

4.1.2. Reliability Test Results

Reliability test is used to determine the consistency of the measuring instrument used and shows the extent to which the measuring instrument can be trusted and relied on in conducting research. Measurement of the level of reliability of a research variable can be seen from the statistical results of Cronbach's Alpha (α), a variable is said to be reliable if it gives Cronbach's Alpha value > 0.60 (Sanjaya, 2018)

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Cronbach's Alpha standard	Decision
Work Motivation	0.789	0.60	Reliable
Employee Placement	0.739	0.60	Reliable
Competency Development	0.709	0.60	Reliable

Source: Primary data processed, 2022.

Based on the table 2, the reliability test shows that Cronbach's Alpha of all research variables used is declared reliable. Because the Cronbach's Alpha value of each variable is greater than the comparison Alpha, it can be concluded that all variables in this study can have good measurement consistency.

4.2. Classic Assumption Test Results

4.2.1. Normality Test Results

Classic assumption test includes normality and heteroscedasticity test. To find out the independent variable and the dependent variable have a normal distribution or cannot be detected using the Kolmogorov-Smirnov test on the observed value and the predictive value of the independent variable on the dependent variable. Normality will be fulfilled if the probability of calculating the test results is greater than the level of the research test (Mulyanto dan Wulandari, 2010).

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test					
		Work Motivation	Employee Placement	Competency Development	Production Target Achievement
N		30	30	30	30
Normal Parameters ^{a,b}	Mean	23.270	23.230	23.200	23.179
	Std. Deviation	1.337	1.406	1.448	1.464
Most Extreme Differences	Absolute	.146	.139	.146	.149
	Positive	.133	.122	.109	.135
	Negative	-.124	-.104	-.115	-.122
Test Statistic		.146	.139	.146	.149
Asymp. Sig. (2-tailed)		.104 ^c	.125 ^c	.108 ^c	.098 ^c

Source: Primary data processed, 2022.

Based on the table 3, the normality test shows that the Asymp value. Sig. of all research variables used is greater than 0.05, so it can be concluded that all variables are normally distributed.

4.2.2. Heteroscedasticity Test Results

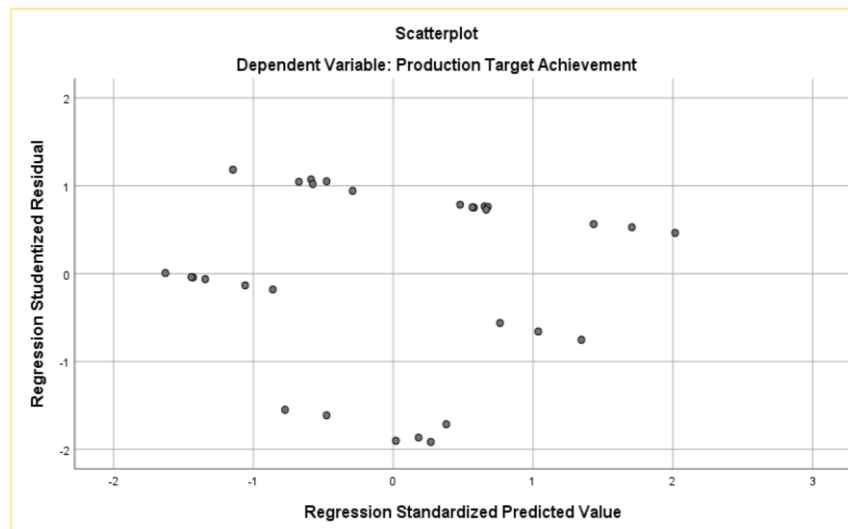


Figure 1. Heteroscedasticity Results

Figure 1 shows that the points contained in the scatter plot graph spread randomly or do not form a certain pattern. This shows that there is no heteroscedasticity in the regression model.

4.3. Hypothesis Test Results

4.3.1. Coefficient of Determination Test Results (R^2)

The value of the coefficient of determination (R^2) ranges from $0 < R^2 < 1$. A small value of R^2 means that the ability of the independent variable to explain the variation of the dependent variable is very limited. Conversely, if the value is close to 1, it means that the independent variable provides all the information needed to predict the dependent variable.

Table 4. Coefficient of Determination Test Results

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	0.765 ^a	0.558	0.532	2.015

Source: Primary data processed, 2022.

Based on the table 4, the R-square value of 0.558 means that the variability of the independent variable explains the dependent variable of 55.80% or the value states that the variables of work motivation, employee placement and competency development affect the achievement of production targets by 55.80% and the remaining 44.20 % influenced by other variables.

4.3.2. The t-Test Results

Hypothesis testing with t test is used to determine which partial hypothesis is accepted. The first hypothesis (H_1) states that work motivation has a positive and significant effect on employee performance in achieving production targets.

Table 5. The Results of the Hypothesis Test of Work Motivation on the Achievement of Production Targets

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.821	1.317		13.534	.000
	Work Motivation (X_1)	.265	.057	.658	4.625	.000

Source: Primary data processed, 2022.

Based on the test results in the table 5, the value of t count > t table is $4.625 > 1.703$. Thus, the first hypothesis proposed is that there is a significant influence between work motivation on the achievement of production results. The second hypothesis (H_2) states that employee placement has a positive and significant impact on employee performance in achieving production targets

Table 6. The Results of the Hypothesis Test of Employee Placement on the Achievement of Production Targets

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.591	2.433		11.856	.000
	Employee Placement (X_2)	.431	.068	.547	5.314	.000

Source: Primary data processed, 2022.

Based on the test results in the table 6, the value of t count > t table is $5.314 > 1.703$. Thus the second hypothesis proposed is that there is a significant influence between employee placement on the achievement of production results.

The third hypothesis (H_3) states that employee competency development has a positive and significant impact on employee performance in achieving production targets.

Table 7. The Results of the Hypothesis Test of Employee Competency Development on the Achievement of Production Targets

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.497	2.645		11.273	.000
	employee competency development (X_3)	0.486	.702	.512	5.517	.000

Source: Primary data processed, 2022.

Based on the test results in the table 7, the value of t count > t table is $5.517 > 1.703$. Thus, the third hypothesis proposed is that there is a significant influence between the development of employee competencies on the achievement of production results

5. Conclusion

This study examines the effect of work motivation, employee placement and employee competency development on employee performance in achieving predetermined production targets. Based on the results of the research above, the following conclusions can be drawn: 1) Based on the results of data analysis in this study, it can be seen that the results of hypothesis testing, especially the research model, found that the research model consisting of work motivation, employee placement and employee competency development has a positive and significant impact on employee performance in achieving the production targets that have been set. 2) R-square value of 0.558 means that the variability of the independent variable explains the dependent variable of 55.80% or the value states that the variables of work motivation, employee placement and competency development affect the achievement of production targets by 55.80% and the remaining 44.20 % influenced by other variables.

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