

# **Competence and Job Placement on Job Performance through Job Satisfaction in the Office of the XIX Region Land Transportation Management in South Sulawesi**

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## **Abstract**

The purpose of this study is to determine and analyze the extent of the impact. The purpose of this study was to define and analyze the effect of competence and job placement, as well as job satisfaction, on employee performance in the Office of XIX Region Land Transportation Management directly and indirectly. This research is quantitative research by looking at cause and effect (cause and effect). It is survey research by distributing questionnaires. Determination of the sample using the Slovin equation to obtain a sample size of 130 employees who work at the Region Land Transportation Management, XIX Regency, South Sulawesi. The data analysis technique used path analysis. The results showed that the competencies possessed by employees could increase job satisfaction and affect job performance. Then the results of this study indicate that job recruitment will improve job satisfaction and job performance. The results of the mediation test then show that job satisfaction can mediate the effect of talent and job promises on the work performance of the Region Land Transportation Management, XIX Regency, South Sulawesi.

## **Keywords**

Efficiency, Position, Job Satisfaction, and Employee Work Performance.

## **1. Introduction**

In the current era of globalization, HR (Human Resources) in organizations, both government and private institutions, has become an important issue. Resources this study aims to determine and analyze the extent of the impact. This study aimed to determine and analyze the effect of competence and job placement, and job satisfaction on employee performance at the transport administration office in Region Land Transportation Management, XIX Regency, South Sulawesi, directly or indirectly.

According to Sulistiyani and Rosidah, placement is a policy taken by the head of an agency or personnel department to determine whether an employee is appointed to a particular position or position based on the consideration of several experiences (Teguh, 2018). Skills or qualifications. A situation analysis document is

prepared as the basis for the initial appointment. Thus, the position can be filled from the list of candidates who have been accepted as employees.

Thus, the appointment of this employee is an effort to direct the capabilities. Of human resources as much as possible. This is done by placing the employee in the most suitable place or position; with the most convenient work for the employee, it will increase the employee's morale concerned; in other words, placement can also be interpreted as an effort to fill a vacant position. This can be done by using resources from both inside and outside the organization, each with advantages and disadvantages. Additional discussion is directed more towards the use of resources from within the organization.

Rivai and Mulyadi, job satisfaction is a worker's assessment of how well their overall job fulfills their needs. Job satisfaction is also a general attitude that results from many specific attitudes towards job factors, conditions, and individual social relationships outside of work (Veithzal et al. 2013).

This research is compiled to look for how the Competence of employees influence their job placement as well as their job Performance. This study can be found by analyzing their impact on satisfaction working in the Office of the XIX Region Land Transportation Management in South Sulawesi.

## **2. Literature Review**

Each job has specific requirements and a set of competencies to carry it out efficiently. At the same time, the people who will do the work need to be adjusted to the competencies related to their work. It can be said that competent employees are the primary resource in every organization to gain an edge in business competition.

Competence is the ability, ability, and authority. When applied to Management, especially HR Management, Competence can be interpreted as a combination of knowledge, skills, and personality that can improve employee performance to contribute to the organization's success. According to Stephen Robbin, competence is the ability or a person's capacity to do various tasks in a job (Robbin, 2007). This ability is determined by two factors, namely intellectual ability, and physical ability. Meanwhile, according to Sedarmayanti, competence is a fundamental characteristic possessed by a person who directly affects or can predict excellent performance (Sedarmayanti, 2008).

### **2.2 Job Placement**

Placement is the process of placing people into certain positions that have been selected for a job. After the employment letter is given, the next step is to put the newly recruited staff into their area of specialization. Then professional workers take over to find out the breadth of skills and knowledge of prospective workers (Egunyomi, 2000). Work placement is assigning or filling positions or reassigning employees to new assignments or positions or different positions. This assignment can be in the form of the first assignment for recruited employees, but it can also be through promotion, transfer, and demotion or even termination of employment (Marihot, 2005). Every worker has the same rights and opportunities to choose, get, or change jobs and earn a decent income at home or abroad (Nath et al. 2021; Suharyanto et al. 2021; Umanailo et al. 2021). The placement of workers is carried out based on being open, objective, fair and equal without discrimination. The placement of workers is directed at placing workers in the correct positions following their expertise, skills, talents, dignity, human rights, and legal protection.

Ilyas defines performance as the appearance of the work of personnel in both quantity and quality in an organization (Ilyas, 2001). Performance can be the appearance of individuals or workgroups of personnel. The appearance of the work is not limited to personnel holding functional and structural positions but also to the entire line of personnel within the organization (Hallatu, Palittin, and Umanailo 2019; Rumaolat et al. 2019). According to As'ad, performance (job performance) is achieved by a person according to the size applicable to the job in question (As'ad, 2003). According to Darokah in Ilyas, performance is a record of the output of a job function by all work activities within a certain period (Ilyas, 2001). Kopelman suggests that what is meant by performance (Performance = P) is the result of the interaction between motivation (M) and ability (Ability = A), which in attribution theory is formulated as  $P = f(M \times A)$ .

As'ad said that in measuring job performance, the fundamental problem is setting the criteria (As'ad, 2003). According to Jessup & Jessup in As'ad, the first thing needed in this case is a measure of success, and which parts are considered very important in a job. Efforts to determine this measure of success are complicated because it is often so complex that it is challenging to estimate output. This is especially true in administrative positions. And to find out the factors that influence (determinants) the performance of personnel, an assessment of several theories of performance was carried out. Gibsons states three groups of variables that affect work behaviour and

performance: individual variables, organizational variables, and psychological variables. The three groups of variables affect work behaviour which in turn affects the performance of personnel. Behaviour that influences performance is related to work tasks that must be completed to achieve a position or job.

Satisfaction is a feeling experienced by someone. What is expected has been fulfilled, or even what is received exceeds what is expected. At the same time, work is a person's effort to achieve goals by obtaining income or compensation from his contribution to his place of work. Job satisfaction is an individual thing and has different levels of satisfaction (Djibu, Shofwan, and Basrun 2019; Kanto et al. 2020; Mu'adi et al. 2020). Job satisfaction reflects a person's feelings towards his work which can be seen from the employee's attitude towards work and everything in the work environment. Job satisfaction is an individual thing because everyone has a different level of satisfaction according to the values that apply to each individual. The more aspects of the job that match the individual's wishes, the higher the level of perceived satisfaction.

### 3. Methods

This research is used to show the truth, and problem-solving is sought to achieve specific goals. The type of research used in this paper is a quantitative approach by looking at cause and effect (cause and effect). This research type is survey research, which makes direct observations at the 19th Regional Office of Land Transportation in South Sulawesi to determine the relationship between competence and assignments with employee work performance through job satisfaction.

## 4. Research Results

### 4.1. Path Analysis

Based on multiple linear regression analysis results, path analysis can be performed to test the influence of competence and work assignment on work performance through job satisfaction. Before analyzing each variable's direct and indirect impact, the study will be conducted a path test that can be seen in the following Figure 1.



Figure 1. Direct Influence and Indirect Influence Path test results

Based on the drawing of the test results of each exogenous variable (competence and work placement) to work performance (Y2) through job satisfaction (Y1) will be analysed the test path, namely:

### 4.2. The influence of competence on employee's work performance through the job satisfaction

Analysis of competency pathways to work performance through job satisfaction that can be presented through Figure 2, namely:



Figure 2. Model 1 Path Analysis (Competency in work performance through job satisfaction)

Based on the picture above, the test results of the model 1 path show that the direct influence of competence on work performance is 25.90% (0.259 x 100). At the same time, the indirect impact of efficiency on work performance through job satisfaction amounted to 9.99% (0.099).

Thus, the magnitude of the total effect can be determined, namely: Direct effects: 0.259; Indirect effect (0.259 x 0.386): 0,099; Total Impact: 0,358

Thus, the overall influence of competence on work performance through job satisfaction is 35.80% (0.358 x 100). In demonstrating job satisfaction, the influence of talent on Balai's work performance can be mediated. Region Land Transportation Management, XIX Regency, South Sulawesi, can be done by Sobel test in the following Table 1:

Table 1. Sobel Competency Test Analysis on Work Achievement through Job Satisfaction

description	Sobel Test Results
Sobel test strategy	2,069
Two-tailed probability	0,038

Source: Data processed, 2021

Based on the results of the Sobel test, where 2,069 > 1.96 and in addition have a significant value of 0.038 < 0.05. This shows that job satisfaction can mediate the influence of competence on work performance, where it can be said that the higher the competence of employees. It will provide job satisfaction for employees to improve work performance at the office of Region Land Transportation Management, XIX Regency, South Sulawesi

#### 4.3. The effect of work placement on work performance through satisfaction work

After the test results of model 1 line are conducted, model 2 test is to test the impact of work placement on work performance through employee job satisfaction at the office of Region Land Transportation Management, XIX Regency, South Sulawesi through the following Figure 3:



Figure 3. Model 2 Path Analysis (Work placement to work performance through job satisfaction)

The test result of work placement path to work performance through job satisfaction (model 2) then the amount of direct influence by 22.80% (0.228 x 100). Then the indirect effect of work placement on work performance through job satisfaction of 16.30% (0.163 x 100).

So that overall work placement affects work performance through job satisfaction: Direct effects: 0.228; Indirect effect (0.423 x 0.386): 0.163; Total Impact: 0.391

From the calculation, overall job recruitment affects job performance through job satisfaction of 39.10% (0.391 x 100). Then to prove it that job satisfaction can mediate the influence of work placement on the achievement of the results of the Sobel test, namely (Table 2):

Table 2. Sobel Competency Test Analysis on Work Performance through job satisfaction

description	Sobel Test Results
Sobel test strategi	2,932
Two-tailed probability	0,003

Source: Data processed, 2021

Based on the Sobel test statistic results, which is obtained a value of Sobel test  $2,932 > 1.96$  and, in addition, has a significant deal of  $0.003 < 0.05$ . This suggests that job satisfaction can mediate the effect of work placements on work performance. It can be said that job satisfaction can judge the influence of work placement on work performance.

The relation between each variable can be summarized in the testing of research hypotheses that can be seen through the following Table 3:

Table 3. Research Hypothesis Test Results

No	information	Direct Influence	Indirect Influence	Total Influence	itself.	decision
H1	The influence of competence on job satisfaction	0,259	-	0,259	0,034	+/significant
H2	The effect of job placement on job satisfaction	0,423	-	0,423	0,001	+/significant
H3	The influence of competence on work performance	0,246	-	0,246	0,021	+/significant
H4	The effect of work placement on work performance	0,228	-	0,228	0,037	+/significant
H5	The effect of satisfaction on work performance	0,386	-	0,386	0,000	+/significant
H6	The influence of competence on job performance through job satisfaction	0,246	0,099	0,345	0,038	+/significant
H7	The effect of job placement on job performance through job satisfaction	0,228	0,163	0,391	0,003	+/significant

## 5. Discussion

### 5.1. The influence of competence on job satisfaction

The respondents' responses regarding the competence of employees who work at the Central Sulawesi Regional Office XIX Road Transport Management gave good answers. Then from the respondents who gave good reactions were seen through the tenure of employees who worked more than ten years. This shows that the employee already has experience carrying out his job, plus most employees already know about doing the job. The results in this study indicate that efficiency has a huge role in providing job satisfaction to employees, so it can be said that the more efficient employees are, the greater their ability to increase employee job satisfaction in Indonesia. The nineteenth district in South Sulawesi, the center of road transportation management.

Several previous research results, namely Ngebu, are in line with the research findings of the researchers (Ngebu et al. 2018). Meanwhile, Munander states that experience is a problem that affects job satisfaction or dissatisfaction (Munander, 2012). It should be noted that the research conducted by researchers is in line with the findings of the researchers.

### 5.2. The effect of job placement on job satisfaction

Based on participants' responses regarding recruitment at the Region Land Transportation Management, XIX Regency, South Sulawesi. The results of the analysis in this study indicate that the level of recruitment carried out by the leadership has been carried out well. Judging from the educational background, the level of recruitment has increased in employment. Then in job placement, it becomes a consideration for the superior in terms of job designation. Likewise, with the physical and psychological abilities of employees in the work environment while working. In addition, the attitude of employees when recruiting is by their field of work. This is one of the respondents' answers regarding work. It is the placement of each employee according to the background and

experience through physical and psychological abilities of the employee and the employee's work location. These employees were also evaluated by the Region Land Transportation Management, XIX Regency, South Sulawesi. Several previous studies, namely Ardana, found that work placements not by educational backgrounds can cause employee dissatisfaction. Meanwhile, Dwipalguna (2015) found that job placement has a positive effect on job satisfaction (Ardana et al. 2012). Likewise, with Ngebu stated that job placement has a positive impact and significant on job satisfaction (Ngebu et al. 2018). So, in this study in line with the results of the research found by previous researchers.

### **5.3. Effect of efficiency on employee performance**

The results of the analysis in this study indicate that efficiency is closely related to improving employee performance. It can be said that the competencies possessed by employees, such as educational levels and practical experience of employees in doing work, can improve work performance. This is because every employee in the XIX area of the South Sulawesi Land Transportation Service has skills, knowledge, and experience that can be relied upon so that they can improve work performance.

The opinion expressed by Sedarmayanti is that talent is related to the essential traits of a person that will have a direct impact or can predict good work performance. Meanwhile, Rivai and Sagala (2018) state that competence is the primary determinant of a person in producing good performance, so it can be said that the opinions expressed by Sedarmayanti, Rivai and Sagala support these results. Of the research the researchers found (Sedarmayanti, 2016; Rivai et al. 2018).

Then several previous research results, especially Aprilda, found that job placement has a positive and significant effect on work performance. Meanwhile, the view put forward by Moehariono is that talent has one's essential experience regarding the effectiveness of individual performance at work. Thus, this study is in line with Aprilda and supports Moehariono's view that job placement affects employee performance (Aprilda, 2012; Moehariono, 2014).

### **5.4. The effect of work placement on work performance**

Based on the analysis results in this study, the results obtained that work placement plays a significant role in improving work performance. It can be said that the proper work placement by skills, knowledge, or experience in doing work will have an impact on increasing work performance, especially in the Region Land Transportation Management, XIX Regency, South Sulawesi. This is in line with the research results found by previous researchers, namely Randa Randi.

### **5.5. The effect of job placement on job performance through the satisfaction Work**

The results of the mediation test that have been carried out can be said that job satisfaction. The effect of job placement can mediate job performance. Thus, it can be concluded that recruitment by the skills, knowledge, and experience possessed by each employee will increase job satisfaction. It impacts employee performance at the 19th Regional Road Transport Administration Office in South Sulawesi. Then from a search conducted by previous researchers, Randa Randi, job satisfaction can partially mediate job placement on work performance. This study is in line with what the researchers found (Randi, 2020).

## **6. Conclusions**

The employee already has experience carrying out his job, plus most employees already know about doing the job. The results in this study indicate that efficiency has a huge role in providing job satisfaction to employees, so it can be said that the more efficient employees are, the greater their ability to increase employee job satisfaction in Indonesia. The level of recruitment carried out by the leadership has been carried out well. Judging from the educational background, the level of recruitment has increased in employment. Then in job placement, it becomes a consideration for the superior in terms of job designation.

Efficiency is closely related to improving employee performance. It can be said that the competencies possessed by employees, such as educational levels and practical experience of employees in doing work, can improve work performance. Work placement plays a significant role in improving work performance. It can be said that the proper work placement by skills, knowledge, or experience in doing work will have an impact on increasing work performance. The effect of job placement can mediate job performance. Thus, it can be concluded that recruitment by the skills, knowledge, and experience possessed by each employee will increase job satisfaction.

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