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Abstract

This research was conducted at PT Garuda Indonesia (Persero) Tbk Branch Office, Jakarta. This study aims to determine the effect of variable placement and motivation of employees working on the performance of employees. The independent variables in this study consisted of educational background (X1), the suitability of skills with job motivation (X2) and long working experience or (X3). While the dependent variable is employee job performance (Y). This research is a descriptive correlational. There are 248 persons of research population, and using random sampling approach. Research instrument used was a questionnaire. Data analysis used is multiple linear regression analysis and using SPSS for Windows version 13.0. With this research will illustrate the correlation between educational background (X1), the suitability of skills with job motivation (X2) and long working experience or (X3) as a variable in the placement of employees in PT. Garuda Indonesia (Persero) Tbk Branch Office in Jakarta on employee job performance (Y).

Keywords: *Performance, job motivation, placement of employees*

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INTRODUCTION

According to the Newspaper Antara (2014), Indonesia's economic growth has a tendency to rise and affect the growth of national aviation industry, which will be able to put Indonesia on a low-ranking fifth domestic market world. Economic growth, magnitude of the total population, and the extent of the area resulted in increased growth of the aviation industry in Indonesia and was followed by increasing the number and frequency of human mobility using air transport mode. According to the chairman of McKinsey Global Institute, Oberman (2012) in a presentation at the *Unification of the Joint Vision Towards Indonesia Maju 2030* organized by the National Economic Committee (KEN) at the Ritz Carlton Hotel, Jakarta, Indonesia in 2030 will be the economy to seventh in the world with 90 million residents will be traveling through the air in a year. Oberman states that prediction is based on the research of McKinsey Global during the last 6 months. This makes Indonesia the world's top five ranked countries in the domestic aviation market after the United States, China, Japan, and Brazil, as the company flying the flag carrier of Indonesia that promote Indonesia to the world in order to support national economic development by providing professional services.

According Anggoro (2000), PT Garuda Indonesia (Persero) Tbk. is a company that has a good reputation, mostly due to the 6 (six) points. First, a positive relationship with communities leaders. Second, a positive relationship with the local government. Third, the smaller the risk of a crisis. Fourth, a sense of pride in the organization and the target audience. Fifth, mutual understanding among target audiences both internally and externally. And lastly, improve loyalty of the staff of the company. According to Hasibuan (2007) stated performance embodies the work done by the employee which is usually used as the basis for an assessment of the employee or the organization. Simamora (2004) stated performance refers to the level of achievement of the tasks that make up an employee's job. Performance reflects how well the employee meets the requirements of a job. Veithzal (2008) stating the performance of a real behavior shown by everyone as the resulting performance by employees in accordance with its role within the company. Taghulihi (2015) said Employee performance is a very important point in the company's efforts to achieve its objectives.

According to Mulyanto (2014) opinion, other than human resources as one of the elements that determine the success of an organization, on the other hand also as beings who have thoughts, feelings, needs and expectations of certain. According to Dessler (2008) performance appraisal is central to the process of career planning. According Martoyo (2001) factors those affect job performance or productivity of employees, among others, motivation, job satisfaction, stress levels, physical working conditions, compensation systems, economic aspects, technical aspects, and other behaviors. According Muchhal (2014) important for the performance of the organization and performance of employees leads to business success, the performance is important for every individual to accomplish tasks and can be a source of satisfaction.

According to Bevan (2012) performance is a very important factor affecting the profitability of the organization. According to Cooke (2000) and Jayaweer (2015) inefficiencies in work performance will bring tragedy to the organization associated with low productivity, profitability and decrease the effectiveness of the organization as a whole. According to Sansone & Harackiewicz (2000) motivation directs a certain behavior to achieve certain goals. According to Chaudhary & Sharma (2012) and Afful-Broni (2012) in the previous study also showed that motivate employees tend to make employees more productive than employees who are not motivated. Aisha and colleagues (2013) found that variable incentive, motivation and working conditions have a significant effect on the employees' performance at university in Indonesia.

According Edirisooriyaa (2014) a study identified that the employee's performance is directly influenced by intrinsic rewards. Because when the intrinsic rewards given to them then they will be more concerned with their performance and a lot more hard work to get appreciation.

Perfomance

Performance is a state of the display as a whole over the company for a certain period of time and is the result or achievement is affected by the operations of the company in utilizing the resources owned. Performance is the result of work that has a strong relationship with the organizations strategic objectives, customer satisfaction and contribute to the economy (Armstorg and Baron, 1998: 15). Meanwhile, according to (Colquitt, Lepine, Wesson, 2011: 3) performance is the value of a series of worker behavior that contributes, either positively or negatively, on completion of organizational objectives.

Work Placement

Staffing according Sastrohadiwiryo cited by Suwatno (2003: 138) "staffing is to put the employee as implementing elements of the work at the position corresponding to the capabilities, skills and expertise".

To determine the placement procedure employees must comply with the requirements:

1. There should be authorized to place the personnel that come from a list of personnel that was developed through the analysis of labor.
2. Must have a standard that is used to compare the job candidate.
3. Must have job applicants to be in the selection placed

Staffing should be guided by the principle of "placing the right person in the right place and placing the right person for the right position" or "the right man in the right place and the right man on the right job". The appropriateness of staffing depends on the fit between work, matching the personality, interests, preferences, and cultural opportunities and associated with the organization as a whole. This is in accordance with the opinion of Schuler and Jackson that placement associated with matching someone with post he held based on the needs and the knowledge, skills, abilities and personality of the employee (Schuler and Jackson, 1997).

Work of Placement

William G Scott (1962: 82) explained the motivation is unsatisfied needs that push individuals to achieve specific goals. The complete motivation by *Scott motive are unsatiesfied need which prompt an individual toward the accomplishment of aplicable goals.*



Frederick Winslow believes that motivate the employees just from the biological needs only. The biological needs are met through salary or wages are given, either money or goods in exchange of the achievements that have been given. Frederick Winslow in Hasibuan (2005) states that: "The basic concept of this theory is that people will be at work if she diligently, when he got the material benefits that have links to their duties, the manager determines how the task is done by using an intensive system to motivate workers, the more they produce the greater their income".

Based on the above it can be said, motivation is the impetus that exist within a person to do anything to meet unsatisfied satisfaction. Moreover, Maslow, as revealed on the previous page divided human needs into some hierarchy, namely the physical needs, safety and security, social, awards or prestige and self-actualization needs.

Framework

A framework to analyze the relationship between independent variables (X1 and X2) on the dependent variable (Y) and the relationship of independent variables (X1 and X2) on the dependent variable (Y) and the relationship of independent variables (X1 and X2) together on the dependent variable (Y).

1. Effect of Employment (X1) on the Performance (Y)
2. Effect of Employment (X1) and work motivation (X2) on employee performance (Y)

Frameworks in this research is to analyse the influence of each independent variable (X1 or X2) on the dependent variable (Y) and the relationship of the independent variables (X1 and X2) together with the dependent variable (Y).

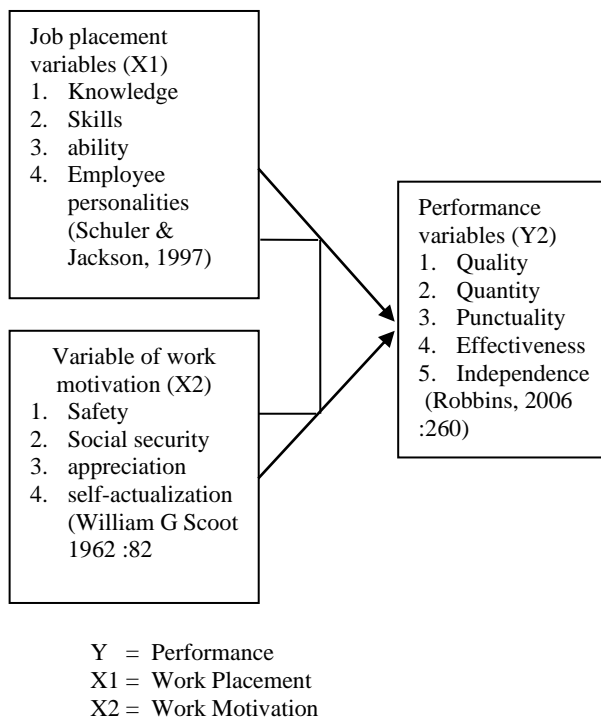


Figure 1. Framework

Based on the framework of thinking about the effect of the Employment and Work Motivation to employee work performance as described above, the framework to think about the influence of the two independent variables and the dependent variable together can be described as follows:

1. First, allegedly there are positive influences between the Employer to the Employee Performance PT Garuda Indonesia (Persero), Tbk.

2. Second, supposedly there are positive influences between the Achievement Motivation Employee PT Garuda Indonesia (Persero), Tbk.
3. Third, because allegedly there are positive influences between the Employer to Job Performance; and between Work Motivation on Job Performance; it is suspected there are positive influence between the Employment and Work Motivation together on job performance Employee PT Garuda Indonesia (Persero) Tbk.

The relationship can be described with the arrangement as in Figure 1.

Hypothesis

Based on the fig 1, it can be the research hypothesis as follows:

1. Variable influences of Employment (X1) to variable Performance (Y) Employees PT. Garuda Indonesia (Persero) Tbk.
2. There is the influence of variable work motivation (X2) on the performance variable (Y) PT. Garuda Indonesia, Tbk.
3. Effect together are of variable Work Placement (X1) and variable work motivation (X2) on the performance variable (Y) Employees PT.Garuda Indonesia (Persero) Tbk.

METHODOLOGY

Survey Explanatory Research

In this study, the research method used is survey explanatory research, which seeks to highlight the relationship between the variables of research and testing hypotheses that have been developed previously. Researcher using explanatory survey method for this research conducted in trying to find the relationship between research variables, that is: Job placement officers (X1), employee motivation (X2), and employee performance (Y). In this study, a more suitable method explanatory survey research to test the hypothesis that has been determined in the previous section, the "impact of Employment and Work Motivation on Employee Performance PT Garuda Indonesia".

The statistical analysis used is by using path analysis (path analysis). In the analysis, so the translation of research results more clearly and deeply in addition to use of quantitative methods are also used qualitative methods.

The sample is a fraction of the number and characteristics possessed by the population. The sample is in part of the population is taken as a source of data and can represent the whole population. Slovin formula (Umar, 2003: 78) that is:

$$n = \frac{N}{1 + N \cdot e^2}$$

Note :

- n = Sample size
- N = Population size
- e = Percentage (%), tolerance inaccuracy due to errors in sampling.

Based on the formula Slovin, the number of samples taken in this study is:

$$n = \frac{248}{1 + 248 (10\%)^2}$$

$$n = \frac{248}{3,48} = 71,26 = 72 \text{ responden}$$



RESULT

Based on the title and formulation of research problems where this study consisted of two independent variables and the dependent variable, which includes data Performance Officer (Y), Employment (X1), and Motivation (X2). Data collected from 72 respondents using three test instruments are instruments employee performance, job placement instruments, and instruments Motivation.

Employee Performance Data (Y)

Through data collected from 72 respondents, obtained a score of Employee Performance range between 30-50, average (M) 39.57 standard deviation (SD) mode 4,212 (Mo) 37 median (Me) 39 and variance 17.742. Employee Performance variable distribution histogram is presented in fig 2. with Microsoft Excel 2010 for Windows Version

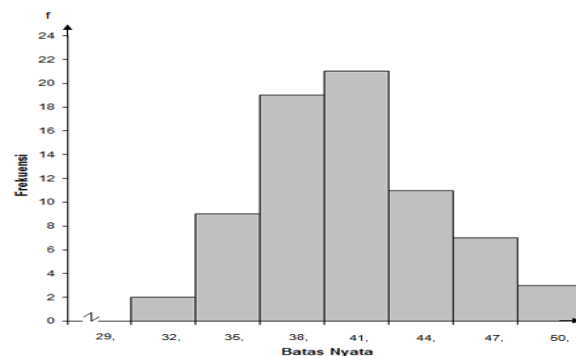


Figure 2. Histograms Employee Performance Score

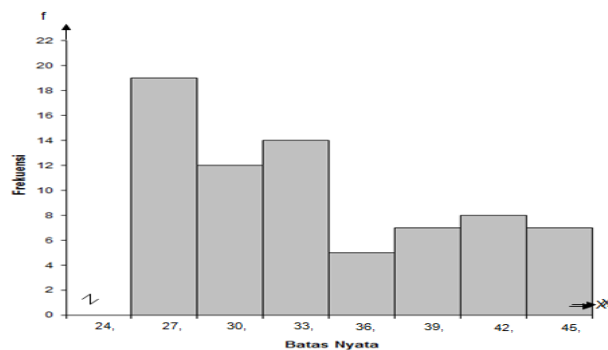


Figure 3. Histogram Frequency Score Work Placement (X₁)

From the histogram in Fig 4.1 above clearly shows that the average value (39.57), median (39), and the mode (37) of the score distribution results Employee Performance is located in one part of the histogram that has a median value of 40 with the greatest frequency 21. this fact indicates that the data Employee performance is predicted normal distribution, and are represented by a histogram that tend to form simentris. But to know for sure is still required testing data distribution as one of testing statistical requirements.

Work Replacement Data

Through data collected from 72 respondents, obtained a score range of Employment between 25-45, average (M) 32.72 standard deviation (SD) 6.167 mode (Mo) 27 median (Me) 31 and variance 38.034. The distribution of variable data Work Placement (X1) can be seen on the histogram Employment (X1) as in Figure 3.

From the histogram in Figure 3. above clearly shows that the average value (32.72), median (31), and the mode (27) of the score distribution Work Placement results in one part of the middle value histogram 26 with the greatest frequency 19. this fact indicates that the data Employment is predicted normal distribution, and are represented by a histogram that tend to form simentris. But to know for sure is still required testing data distribution as one of testing statistical requirements.

Motivation Data (X2)

Through data collected from 72 respondents, obtained a score range Motivation (X2) between 33-60, also obtained an average (M) 44.49, standard deviation (SD) 7.558, mode (Mo) 36, median (Me) 43, 50 and variance 57.127 motivation variable (X2) can be seen on the histogram Motivation (X2) as fig 4 as follows:

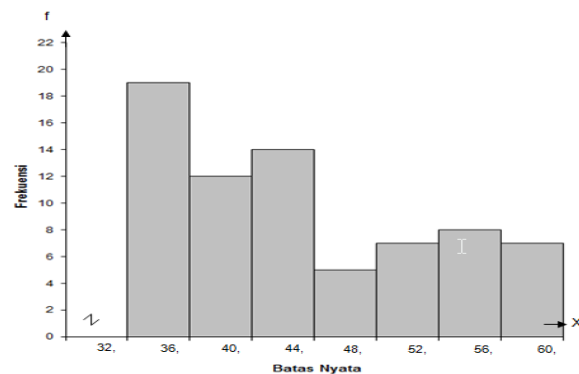


Figure 4. Histogram Score Motivation

From the histogram in Figure 4 above clearly shows that the average value (44.49), median (43.50), and the mode (36) on the distribution of the score results motivation lies in the same part of the histogram and the middle value 42, 5 with the greatest frequency 17. This fact indicates that the data Motivation is predicted normal distribution, and are represented by a histogram that tend to form simentris. But to know for sure is still required testing data distribution as one of testing statistical requirements.

Testing Hyphotesis

The research hypothesis testing using a regression formula and correlation. The first hypothesis, the second and third were analyzed with simple regression formula and correlation. After that the next step to analyze the correlation using multiple regression (Multiple Regression). Details of the results of testing each hypothesis is as follows.

Effect of Employment (X1) and Employee Perfomance (Y)

The hypothesis to be tested is:

$$H_0 : \beta_1 = 0 \quad H_1 : \beta_1 > 0$$

The formulation of the first research hypothesis is a positive influence between Employment (X1) and Employee Performance (Y). From the results of regression analysis showed that the influence of Employment (X1) and Employee Performance (Y) is described by the equation $Y = 23.291 + 0,497X1$. To determine the regression model on top of significant or not, test the significance and linearity regression analysis of variance. Summary results of the calculation of significance test and regression linearity between the behavior of Employment (X1) and Employee Performance (Y) as shown in Table 1.



Table 1. Summary results of the calculation of significance test and regression linearity between the behavior of Employment (X1) and Employee Performance (Y)

Source Varians	db	JK	RJK	F _{count}	F _{table} 0,05 0,01	
Total	71	1259,65 3	-			
Regression (b/a)	1	668,295	668,295	79,107*	3,98	7,01
Residu (s)	70	591,358	8,448			
Tuna Cocok (TC)	18	170,629	9,479	1,172 ^{ns}	1,81	2,30
mistake (G)	52	420,729	8,091			

Note:

** : very significant regression ($F_{count} = 79,107 > F_{table} = 7,01$)ns : regresi linear ($F_{count} = 1,172 < F_{table} = 2,30$)

From these results, it was concluded that the correlation between the Employer and Employee Performance significantly and linearly. That is, the regression equation $Y = 23.291 + 0,497X_1$ can be used as a tool to describe and draw conclusions about the effect of Employment (X1) and Employee Performance (Y). This equation has a meaning each increase of one unit will increase the Job Placement Unit 0.497 Employee Performance with 23.291 constants. Linear regression equation $Y = 21.000 + 0,417X_2$.

The strength of the correlation between motivation with employee performance shown by calculating the correlation coefficient of Product Moment Correlation formula (r_{y2}), that is equal to 0.749. To find significant correlation coefficient above or not, used t-test. Summary of test results correlation as shown in Table 2.

Table 2. Summary Calculation Results Significance of Correlation between Motivation (X2) and Employee Performance (Y)

Source Varians	db	JK	RJK	F _{hitung}	F _{tabel} 0,05 0,01	
Total	71	1259,653				
Regresi	2	863,303	431,652			
balance	69	396,349	5,744	75,146**	3,13	4,93

** : very significant regression $t_{count} = 9,459 > t_{table} 2,65$

From the results of test analysis t, obtainable t_{count} as big as 9,459 and t_{table} as big as 2,65. That means, there are positive influence between variables Motivation and Performance Officer because $t_{count} > t_{table}$, as $9,459 > 2,65$.

The coefficient of determination of 0.561 explains that 56,1% Employee Performance variables variance described / defined by variables Motivation.

Influence of Employment and Motivation with Employee Performance

The hypothesis to be tested is:

$$H_0 : \beta_{1.2} = 0 \quad H_0 : \beta_{1.2} > 0$$

Here tested the null hypothesis (H0), which states that there is a positive influence between the Employer and the Motivation to employee performance, versus the alternative hypothesis (H1), which states there are positive influence between the Employer and the Employee Performance Motivation. The hypothesis testing was done by using linear regression analysis and correlation double. Multiple linear regression analysis of Y on X1 and X2 produces a regression line equation $\hat{Y} = 17,657 + 0,299X_1 + 0,272X_2$. To be clear, the results of multiple regression significance can be seen in the following table 3.

Table: 3. Test Summary significance Multiple Linear Regression

Source	db	JK	RJK	F _{hitung}	F _{tabel}	
Varians					0,05	0,01
Total	71	1259,653				
Regresi	2	863,303	431,652			
Balance	69	396,349	5,744	75,146**	3,13	4,93

** = Very significant regression ($F_h = 75,146 > F_t 4,93 = \text{on } \alpha = 0,01$)

dk = degrees of freedom

JK = The sum of squares

RJK = The average sum of squares

Calculation of double correlation X1 and X2 with Y provides multiple correlation coefficient (R) of 0.828. To test the truth of multiple correlation coefficient, can be seen in $F_{\text{count}} = 75,146$, while F_{table} the numerator 2 and the numerator 69 at a significant level $\alpha = 0,01$ of 4,93. therefore $F_h > F_t$ it means that the regression of Y on X1 and X2 to the regression equations $\hat{Y} = 17,657 + 0,299X_1 + 0,272X_2$ accountable to draw conclusions about the effect of the Employment and motivation together with Employee Performance. Means that there are positive influence between the Employment and motivation together with employee performance. The coefficient of determination (R² is equal to 0.685) It shows that 68.50% of the variance occurs in employee performance can be explained by the Employment and motivation together, through regression equation $\hat{Y} = 17,657 + 0,299X_1 + 0,272X_2$.

Based on the regression equation can be interpreted that the increase in the unit value of Employment will be followed by an increase in the value of 0,299 Employee Performance if the motivation variable in a constant state. Similarly, the increase in the unit value of motivation will be followed by an increase in the value of 0.272 Employee Performance if the Work Placement variables that are in a constant state. From the results obtained partial correlation calculation that, can be compared to that, the correlation coefficient between Y and X1, if X2 is controlled, obtained $r_{y1.2} = 0,532$ and $r^2_{y1.2} = 0,283$ with $t_h = 5,221$ s while the correlation coefficient between Y and X2, if X1 controlled, obtained $r_{y2.1} = 0,574$ and $r^2_{y2.1} = 0,329$ then $t_h = 5,827$.

Because $r_{y2.1} = 0,329 > r_{y1.2} = 0,283$ then the more influential is the correlation coefficient between Y and X2 if X1 controlled. Therefore $t_h = 5,221$ at $r_{y1.2}$ and $t_h = 5,827$ at $r_{y2.1} > t_t = 2,65$ with 69 db, at the level of 1% good correlation between Y and X1, when X2 is controlled and the correlation between Y and X2, when X1 is controlled. It can be concluded that the partial correlation coefficient between Y and X1 if X2 is controlled as well as the correlation coefficient Y and X2 if X1 is controlled, both meaning and can not be ignored.

CONCLUSION

Conclusions of this study, it is evident that the Effect of Job Placement can be influenced or determined by motivation and performance, the impact derived from these studies, there are several implications as follows:

1. Placement of employees has positive influence on employee performance. This means that the appropriate background Employees working interest and talent, the performance of an employee will also be increased. Responsibility and punctuality in work have a considerable influence on employee performance.
2. There is a positive influence between variables Employment and Employee Performance for $t_{\text{count}} > t_{\text{table}}$, namely $8,894 > 2,65$. The coefficient of determination of 0.531 explained that 53.1% variance explained variable Employee Performance / Work Placement is determined by variables.
3. There is a positive influence between variables Motivation and Performance Officer for $t_{\text{count}} > t_{\text{table}}$, namely $9,459 > 2,65$. The coefficient of determination of 0.561 explained that 56.1% variance explained variable Employee Performance / determined by motivation variables.
4. Effect of Job Placement and motivation together with employee performance. Means there are positive influence between the Employer and motivation together with employee performance.



Calculation of double correlation with X1 and X2 with Y provides multiple correlation coefficient (R) of 0.828.

5. Based on the regression equation can be interpreted that the increase in the value of Work Placement Unit will be followed by an increase in the value of 0,299 when the variable Employee Performance Motivation in a constant state. Similarly, the increase in the unit value of motivation will be followed by an increase in the value of employee performance amounted to 0.272 if the Work Placement variables are in a constant state.

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