



THE EFFECTS OF PLACEMENT AND MOTIVATION ON EMPLOYEE PERFORMANCE BY MEDIATING EMPLOYEE SATISFACTION AT THE CENTER FOR LIBRARY INFORMATION SERVICES AND MANUSCRIPT MANAGEMENT OF THE NUSANTARA NATIONAL LIBRARY OF THE REPUBLIC OF INDONESIA

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ABSTRACT

The National Library of the Republic of Indonesia was established based on Undang-Undang number 43 of 2007 and is dedicated to promoting science and technology. The performance of its employees is a priority, but problems arise due to placements that need to align with their educational background, work experience, or interests. This placement can lead to laziness, disinterest, increased absenteeism, and conflict between superiors and staff. To improve employee performance, libraries should provide placements aligned with their educational background, work experience, and interests, fostering a harmonious work environment. This study aimed to investigate the relationship between placement and motivation to performance, incorporating satisfaction as an intermediary factor. The population in this study is librarians at the PUJASINTARA National Library of the Republic of Indonesia, Jakarta, with a total of 75 (seventy-five) people. The sample in this study was at the National Library Service Center of the National Library of the Republic of Indonesia; this study used saturated samples. Data collection was carried out using a 5-point Likert scale questionnaire. This study was tested for validity, reliability, and assumptions of path analysis using SPSS software, and the results were analyzed using path analysis and the same software. The results showed a positive relationship between placement and motivation for performance, and satisfaction acts as an intermediary factor.

KeyWords

Conceptual Model, Placement, Motivation, Employee Performance, Job Satisfaction.

INTRODUCTION

The Indonesian National Library is crucial in promoting science and technology, as mastery of these fields is essential for a nation's progress. To encourage interest in reading, the government should provide a library that bridges the nation's people to master these fields. The library should offer a complete collection of written and recorded works, with librarians who provide good service to ensure easy access to these works. The government recognizes the need to improve the performance of librarians to ensure library users feel satisfied when visiting and borrowing collections at the Indonesian National Library.

Law 43 of 2007 established the National Library of Indonesia as a non-departmental government institution responsible for providing printed and recorded works for public interest. The library is a supervisory, reference, deposit, research, preservation, and network center headquartered in the national capital.

The National Library of the Republic of Indonesia strives to improve its employees' performance by offering various benefits and opportunities for self-development. However, issues arise due to placements not matching employees' educational

backgrounds, work experience, or interests. These placements can lead to laziness, disinterest, increased absenteeism, and conflicts between superiors and staff. To improve the performance of employees, the library should provide placements that align with their educational background, work experience, and interests, preventing employees from leaving work during working hours or early and fostering a more harmonious work environment.

This conceptual paper examines the impact of placement and motivation on employee performance at the Center for Library Information Services and manuscript management of the Nusantara National Library of the Republic of Indonesia. Specifically, it will explore how employee satisfaction mediates these effects.

LITERATURE REVIEW

A. Placement

Employee placement policies often need to pay more attention to technical skills, leading to delays in work adjustments and decreased motivation. This can result in increased absenteeism, errors in decision-making, and conflicts between employees and management. This can lead to poor-quality work and decreased productivity, affecting the overall efficiency and harmony of the organization.

According to Veithzal (2004: 211), placement is the assignment or reassignment of an employee to his new job. Placement decisions are made mainly by line managers, usually an employee's supervisor, who consult with the employee to determine future employee placement. According to Sastrohadiwiryo (2002: 162), placement is the process of assigning tasks and jobs to workers who pass the selection to be carried out according to a predetermined scope and can account for all risks and possibilities that occur in duties and work, authority, and responsibility. Meanwhile, according to Hasibuan (2005: 63), placement is the assignment of someone to occupy a position, carry out functions, and carry out certain activities.

Sumarjo's 2022 research explores the impact of job placement and career development on employee job satisfaction at PT Sanco Perdika Pratama in Jakarta. The study reveals that job placement directly influences employee satisfaction, affecting employee performance. The findings can guide human resource practitioners and managers to enhance job placement strategies to boost employee satisfaction and overall organizational performance.

From the description above, placement is the assignment of a person to occupy a position, carry out functions, and carry out certain activities. The factors that must be considered in the placement of workers are as follows:

- (1) Academic Performance;
- (2) Experience;
- (3) Physical Health and Metal;
- (4) Marital Status;
- (5) Age;
- (6) Gender.

B. Motivation

Motivation can be defined as the disposition to apply significant effort in pursuit of organizational objectives. This inclination is stimulated by the amount of effort that can be accomplished and the satisfaction of diverse individual requirements (Robbins, 2005). Saks and Rotman (2006) discovered that motivation, precisely recognition and reward, is a crucial factor that leads to employee engagement. These factors compel employees to respond with a higher level of engagement.

Furnham, A., Eracleous, and Chamorro-Premuzic (2009) have defined motivation as an intrinsic mechanism that arises from the interplay of three elements. The three factors involved are

An individual's requirements,

The capacity to determine the methods for fulfilling those requirements and

The work setting governs the actions related to the requirements and the choices to fulfill them.

Employee job satisfaction in various organizations is significantly influenced by motivation. Highly motivated employees are more likely to experience job satisfaction, as motivation significantly influences career development. Enhanced motivation among employees can lead to improved career accomplishments, ultimately resulting in elevated levels of job contentment. Employees with a strong level of motivation can maintain concentration, adjust to changes, and make optimal contributions in a fast-paced work setting.

Kakkos and Trivellas (2011) discovered a direct correlation between the growth needs component of motivation and employees' job performance. Milne (2007) discovered that implementing reward and recognition programs can benefit motivation, employee performance, and interest within an organization.

In their study, Amrulloh, Yasmin, and Safitri (2019) examined the influence of motivation on employee job satisfaction at PT Angkasa Pura II (Persero) Pontianak Supadio Airport Branch. The findings of this study demonstrate that motivation is a crucial factor in influencing job satisfaction among employees. Employees who possess elevated levels of motivation would experience greater job satisfaction. These findings emphasize the significance of organizational initiatives in promoting employee motivation to attain elevated satisfaction levels. Satisfaction is positively and significantly influenced by motivation.

Mangkunegara (2009) identified five indicators that can be utilized in research to measure motivation variables:

- 1) Accountability

- 2) Job performance
- 3) Advancement prospects
- 4) Acknowledgment of achievement
- 5) Engaging and demanding tasks

C. Satisfaction

Employees determine job satisfaction by assessing how well their work fulfills their needs and the essential aspects they value (Luthans, 2006). As stated by Davis and Newstrom (1998, p.256), job satisfaction refers to the positive emotions experienced by employees about their work. Tordera et al. (2008) asserts that leadership is crucial in ensuring a contented and motivated workforce.

Employee job satisfaction is influenced by various factors, including salary, promotion opportunities, autonomy, working conditions, colleagues, support supervision, and others (McShane & Glinow, 2005). Mugiarto et al. (2016: 385) define employee job satisfaction as the state in which employees feel at ease within the organization due to their contentment with the work environment, colleagues, work culture, certainty of achievement, income, and sense of belonging to a prestigious organization. This, in turn, enhances their performance. Productive work consistently ensues after experiencing a gratifying mood. The factors that influence job satisfaction can be categorized into five aspects:

- 1) The nature of the work itself,
- 2) The quality of supervision,
- 3) The relationships with coworkers,
- 4) Opportunities for promotion, and
- 5) The level of salary or wages.

Wibowo (2016: 31-313) contends that to retain employees, it is necessary to enhance their performance. Job satisfaction can be enhanced by implementing the following strategies:

- 1) Modifying the work structure through job rotation or additional responsibilities
- 2) Offering flexible work schedules
- 3) Providing support programs such as health, fitness, and recreational facilities, additional income opportunities, and scholarships for employees' children

Research by Febriana, Ginting, and Lestari (2022) and Afnita and Handayani (2022) reveals that job satisfaction positively impacts individual and organizational performance. Organizations should strive to create working conditions that support employee satisfaction, including a positive organizational culture and effective placement. This will lead to higher performance and satisfaction, directly affecting individual and organizational performance. Therefore, organizations should prioritize creating satisfied and high-performing employees to improve their overall performance.

According to the expert opinions mentioned earlier, job satisfaction is a personal evaluation that reflects an employee or librarian's feelings of happiness or unhappiness, satisfaction or dissatisfaction with their work. This evaluation is based on factors such as the nature of the work, the behavior of superiors and coworkers, the work environment, the level of compensation, the flexibility of the schedule, and the availability of support programs such as recreational activities, additional income opportunities, and scholarships for children of librarians.

D. Performance

Performance can be defined as the degree to which an individual accomplishes objectives or errs in adherence to the regulations and protocols established by the institution (Siagian, 2008). Employee performance refers to the overall result of an individual's work, which is evaluated by predetermined work standards, targets, and responsibilities (Rivai, 2004).

Pawirosumarto et al. (2017) assert that employee performance is contingent upon the competence and motivation of the employees and the quality of the work environment they are provided. Their research, conducted on 82 participants in Indonesia, revealed a noteworthy and favorable association between employee performance and employee motivation. Milkovich and Newman (2002) argued that the compensation system is founded on an expectancy theory, which incentivizes employees to enhance their performance when they perceive a favorable correlation between performance and compensation.

Pai and Tu (2011) emphasized that the services offered at the various customer interaction points are crucial in achieving customer satisfaction. Noe, Hollenbeck, Gerhart, and Wright (2010; 350) argue that organizations seeking a competitive advantage through their workforce must be able to regulate all employees' conduct and results effectively. Enhancing employee performance is crucial for bolstering the company's competitiveness. Performance encompasses the management of both employee behavior and outcomes.

Job satisfaction is crucial in connecting work culture and other factors to individual performance in organizational and educational settings. Enhancing motivation and establishing a conducive work environment can significantly enhance performance outcomes across diverse organizational contexts.

High job motivation, mainly when associated with optimal levels of job satisfaction, tends to result in superior performance. Therefore, organizations need to understand the critical role of job satisfaction in improving employee performance. Efforts to increase motivation and create a satisfactory work environment can positively impact achieving better performance in various types

of organizations.

Based on the opinions or definitions mentioned above, it can be synthesized the performance of librarians/employees a performance shown in the work behavior of an employee in carrying out his primary duties with indicators:

- 1) Quality of work,
- 2) Knowledge of work,
- 3) Creativity,
- 4) Cooperation,
- 5) Initiative
- 6) Discipline (attendance and timekeeping).

CONCEPTUAL MODEL

On the basis of the literature review and previous research, it is hypothesized that employee satisfaction and performance are directly influenced by variables including motivation and placement. Placement and motivation are believed to have indirect impacts on employee performance, which are influenced by employee satisfaction. The conceptual model depicted in Figure 1 below can thus be developed for this paper.

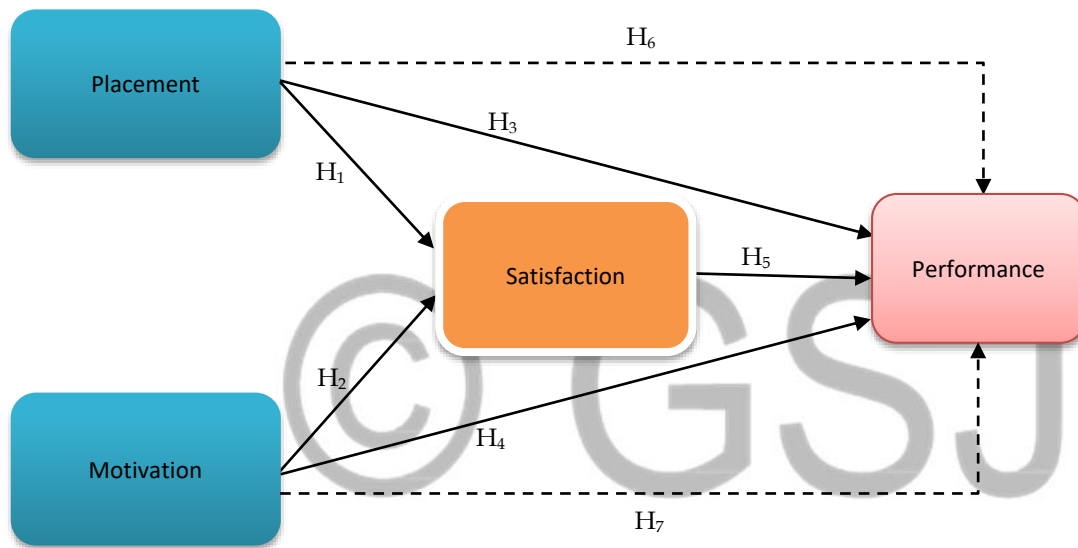


Figure 1. The Conceptual Model

Description:

- : Direct Effect
- - - - -> : Indirect Effect (Mediated)

HYPOTHESIS DEVELOPMENT

By generating hypotheses based on an analysis of the phenomena between the variables under investigation, the researchers developed this study. This study provides confirmation that the placement of variables and motivation are believed to impact employee satisfaction and indirectly affect employee performance. On the basis of the conceptual model depicted in Figure 1, the following seven hypotheses were developed:

- H1: Placement directly has a positive and significant effect on Satisfaction
- H2: Motivation directly has a positive and significant effect on Satisfaction
- H3: Satisfaction directly has a positive and significant effect on Performance
- H4: Placement directly has a positive and significant effect on Performance
- H5: Motivation directly has a positive and significant effect on Performance
- H6: Satisfaction acts as a variable that mediates the relationship between Placement and Performance
- H7: Satisfaction acts as a variable mediating the relationship between Motivation and Performance

METHODOLOGY

By using a quantitative methodology, this research will examine the correlation between performance motivation and placement, with appreciation as an intermediary variable. The population under investigation comprises 75 librarians employed at the PUJASINTARA of the National Library of the Republic of Indonesia in Jakarta. A sample is a smaller, more representative subset of a

larger population. The sample for this study was obtained from the National Library Service Center of the National Library of the Republic of Indonesia. Saturated samples were used in this study.

Data will be gathered through the use of a five-point Likert scale questionnaire. Using SPSS software, the validity, reliability, and path analysis assumptions of this research will be examined. The path analysis and the same software will be used to analyze the findings.

CONCLUSION

This paper aims to develop a conceptual model to investigate the effects of placement and motivation on employee performance. Employee satisfaction will be used as an intervening or mediatory variable when conducting this investigation. This paper comprehensively analyzes employee performance issues in the Center for Library Information Services and Manuscript Management at the Nusantara National Library of the Republic of Indonesia. It includes a research background, a literature review, a conceptual model, hypotheses, and methodology. This study aims to uncover insights regarding the correlation between job placement and employee performance, specifically about motivation. According to the findings, there is a positive correlation between placement and motivation to performance, and satisfaction serves as an intermediary factor in this relationship.

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