

**EMPLOYEE PLACEMENT EFFECT, KNOWLEDGE MANAGEMENT,
AND ORGANIZATIONAL CULTURE ON EMPLOYEE
PERFORMANCE WITH MOTIVATION AS INTERVENING
VARIABLE
(Research of the Jabodetabek Transportation Management Agency of the
Ministry of Transportation)**

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Abstract: This research aims to analyze the effect of Employee Placement, Knowledge Management, Organizational Culture on employee performance with motivation as an intervening variable at the Jabodetabek Transportation Management Agency of the Ministry of Transportation. This research uses a survey method by distributing questionnaires to employees of the Jabodetabek Transportation Management Agency of the Ministry of Transportation as respondents. Quantitative research method with Structural Equation Modeling (SEM) analysis technique with AMOS version 24 application. The sample in this research were 150 respondents. The results of the research indicate that Employee Placement, Knowledge Management, Organizational Culture and Motivation have a direct positive and significant impact on employee performance at the BPTJ (Jakarta Transportation Management Body) of the Ministry of Transportation.

Keywords: *Employee Placement, Knowledge Management, Organizational Culture, Motivation, Employee Performance*

1. Introduction

Global human resources have unlimited capacity and require efficient and optimal management, because their role in developing and producing quality human resources globally is not easy. Referring to the theory of management science, it is said that this is because as with new employees, old employees also need to be recruited internally, need to be selected and usually also undergo an introduction program before they are placed in new positions and do new jobs (Siagian, 1999).). In running the program, knowledge management is needed as a system created to create, document, classify, and disseminate knowledge within the organization (Widayana, 2005).

An organization needs culture as the identity of the organization. Organizational culture is a value system that is held and carried out by members of the organization, so that such things can distinguish the organization from other organizations (Robbins, 2003). Organizational identity is realized through motivation which is used as an activity to get people to want to work to achieve goals with pleasure (Hamzah Ya'qub, 1983). The goals that

have been achieved will shape employee performance to influence how much they contribute to the organization (Mathis and Jackson, 2002).

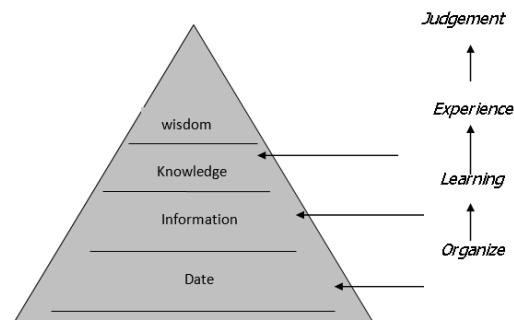


Figure 1. What is Knowledge?

Source : Findlay : 2003

Figure 1 explains the difference between data, information, knowledge, and wisdom, and this difference occurs because the thought processes of people in the organization apply it. Data can become information in the way we organize data, and become knowledge when we relate it to other information inside and outside the organization, knowledge becomes wisdom when In government/public organizations in Indonesia, the performance of government organizations is very important to realize good governance. good governance (good governance) and clean governance (clean governance), as well as support the tasks of government to provide the best service to the community in accordance with its characteristics as a government organization that is oriented to public services (service public oriented), not to seek profit (profit oriented) (Azizy, 2007). Based on information obtained from the personnel section of the Jabodetabek Transportation Management Agency, it can be seen that the performance achievements of employees from 2018 to 2020 are in the table below:

Table 1. Employee Performance Achievement of Jabodetabek Transportation Management Agency, Ministry of Transportation

	2018	2019	2020	Performance Standard
Working Quantity	92%	87%	90%	100%
Working Quality	86%	90%	92%	100%
Working Time	92%	90%	88%	100%
Cooperation	96%	92%	90%	100%
Initiative	90%	89%	84%	100%

Source: BPTJ Employment Data, Ministry of Transportation

Based on the table above, it can be seen that the performance of employees of the Jabodetabek Transportation Management Agency of the Ministry of Transportation was less than optimal in 2018, with the lowest achievement rate in work quality at 86% and considered less significant in increasing every year with the required company performance

standard of 100%. The influence of quality on performance is very high on the objectives of the Jabodetabek Transportation Management Agency of the Ministry of Transportation in achieving certain targets every year and requires maximum improvement in the quality of results in each discussion of the evaluation results.

In addition, there have been many studies and studies that discuss performance, analyzing what factors can affect performance, where one research and another also shows mixed results, some of which are contradictory studies where the variables taken do not have a significant effect on the variables. performance as in the following table:

Table 2. Previous research

Author(s) (Year)	Researchs' aim	Sample	Result
Asri Nur Fadilah, Dkk (2015)	The Effect of Placement on Performance	Gresik district secretariat employee	Work Placement Does Not Affect Employee Performance
Chres F. P. Laoh dkk (2016)	The Influence of Knowledge Management, Skills, and Work Attitudes on Performance	Employees of PT. National Nobu Bank Area Manado)	Skills and work attitude variables have a significant effect on employee performance, and knowledge management has no significant effect on the dependent variable (employee performance)
Jack Henry , dkk (2012)	To Know The Influence of Organizational Culture, Organizational Commitment	The Employee of Multicipal Waterwors of Jayapura.	Organizational Culture has no significant effect on employee performance
Muhamm ad Hidayat (2015)	Knowing the influence of work stress, motivation and job satisfaction	Employees At P.T. Sunu Network Broadcast Television in Makassar City	Motivation Results are Not Significant to Employee Performance at Pt Sunu Network Makassar

Source: Author, 2021

Based on the things that have been done in previous research as a comparison and several other research results as support, the researcher synchronized the variables from several research gaps in previous studies, namely motivation as an intervening variable and was interested in conducting this research.

The aims of this research are as follows:

- Knowing the positive influence of employee placement directly on employee motivation.
- Knowing the positive influence of Knowledge Management directly on Employee Motivation.
- Knowing the positive influence of Organizational Culture directly on Employee Motivation.

- d. Knowing the positive influence of employee placement directly on employee performance.
- e. Knowing the positive influence of Knowledge Management directly on Employee Performance.
- f. Knowing the positive influence of Organizational Culture directly on Employee Performance.
- g. Knowing the positive influence of employee motivation directly on employee performance.
- h. Knowing the positive influence of employee placement indirectly through motivation on employee performance.
- i. Knowing the positive influence of Knowledge Management indirectly through Motivation on Employee Performance.
- j. Knowing the positive influence of organizational culture indirectly through motivation on employee performance.

This research was conducted based on previous studies with different methods and objects. The previous research that is used as the basis for this research literature is as follows:

- a. HR development, compensation and work motivation on employee performance in BPJS staffing, salemba branch, using SEM (Structural Equation Model) analysis techniques with the results: HR development has a significant effect on employee performance, compensation has a significant effect on employee performance and work motivation has a significant effect on employee performance. (Sugito Efendi and Sony Suharsono, 2019).
- b. Analysis of the influence of leadership style, compensation and career path on employee motivation and its impact on employee performance at BPPBJ Jakarta Province, using SEM analysis techniques with the results: Variables of leadership style, compensation, career path have a positive and significant effect on employee motivation, variable employee motivation has an effect positive and significant impact on employee performance, compensation variables directly or indirectly through work motivation have a positive and significant effect on employee performance, leadership style variables and career paths either directly or indirectly through employee motivation have a positive and insignificant effect (Sugito Efendi, Eddy Guridno, Anna Kusuma, 2020).
- c. The influence of organizational communication, women's leadership style and work environment on the impact of employee solidarity on employee performance at PT. Aryan Indonesia or Kidzania Jakarta, using SEM analysis techniques with the results: Organizational communication has a significant effect on performance through employee solidarity, women's leadership style has a significant effect on performance through employee solidarity and the work environment has a significant effect on performance through employee solidarity (Sugito Efendi and Eddy Guridno, 2021).
- d. The effect of recruitment, job placement and compensation on the performance of employees of PT. Indoturbine Central Jakarta, using multiple linear regression analysis techniques with the results showing that recruitment, job placement, and compensation partially have a positive and significant effect on the performance of employees of PT Indoturbine Jakarta Pusat (Muhammad Alwi and Edi Sugiono, 2019).
- e. The effect of transactional management transformational management and employee work commitment on employee performance (employee perception at Bank BTN East Java). Using multiple regression analysis techniques and path analysis, with the results: There is

an effect of variable Employee Placement, transactional management and employee commitment simultaneously on employee performance, transformational leadership and transactional management affect employee work commitment. Likewise, employee work commitment has an impact on employee performance, on average the leadership has carried out employee placement, employee placement and employee work commitment well, employee placement has a significant effect on employee performance (Yadi Haryadi, 2003).

- f. The influence of organizational culture on employee performance and job satisfaction at RSI (Islamic Hospital) Aisyiyah Malang City. Using Path Analysis analysis technique with the results: Organizational culture has a direct positive and significant effect on employee performance, organizational culture has a positive and significant direct effect on employee job satisfaction, Employee performance variable does not have a significant direct effect on employee job satisfaction, there is no influence between organizational culture on employee job satisfaction through employee performance (Denny Prayudi, 2006).
- g. The effect of employee placement on organizational culture and managerial employee performance (study on managerial employees of Government Commercial Banks in the former Kediri Residency), using SEM analysis techniques with the results: employee placement has no significant effect on employee performance, employee placement has a significant effect on organizational culture, culture organization has a significant effect on employee performance, employee placement through organizational culture has a significant effect on employee performance (Madison Hakim, 2007).

2. Method

The purpose of this study was to explain the influence of work placement, knowledge management, and organizational culture on employee performance with motivation as an intervening variable. So this type of research uses Explanatory Research or explanatory research with a quantitative approach, while the data collection techniques used are distributing questionnaires and documentation.

The research location is the Jabodetabek Transportation Management Agency (BPTJ) of the Ministry of Transportation and the population in this study is BPTJ employees, totaling 150 people. The data collection technique consists of primary data which includes observation, interviews, questionnaires related to research variables, and secondary data in the form of supporting data regarding respondents' education age, years of service and part placement.

The analysis technique used as well as testing the hypothesis that has been determined in this study uses the Structural Equation Modeling (SEM) application to solve the equation model with more than one dependent variable and also recursive effects, and the analytical technique uses Path Analysis to test the influence of intervening variables.

To test the validity, this study uses interval criteria with the product moment correlation formula with a level of significance of 5%. While the reliability test can be done by calculating the value of Cronbach's Alpha (α) on the questionnaire data which in this case uses a Likert scale.

3. Result and Discussion

a. Validity and Reliability Test

The method used to assess the validity of an item is: by looking at the value of r table for

the variables of Employee Placement, Knowledge Management, Organizational Culture, Work Motivation and Employee Performance with a significance of 0.05 for the two-tailed test and $N = 30$, $df = (N-2)$, $df = 30-2 = 28$, then we get $r_{table} (0.05;28) = 0.361$. From the results of the statistical validity test data in this study, all variables, all variables, all statement items on the variables of Employee Placement, Knowledge Management, Organizational Culture, Work Motivation and Employee Performance, are not ruled out because the value of $r_{count} > 0.361$, so that all statement items on the research variable is valid.

An instrument is said to have passed the reliability test if it is consistent in providing an assessment of the measurement results. The reliability test can be done by calculating the value of Cronbach's Alpha (α) on the questionnaire data which in this case uses a Likert scale. The instrument is said to be reliable if > 0.6 .

Tabel 3. Hasil Uji Reliabilitas Instrumen Penelitian

Variable	A	Decision
Employee Placement	0.924	Reliable Value $\alpha > 0.6$
Knowledge Management	0.938	Reliable Value $\alpha > 0.6$
Organizational culture	0.928	Reliable Value $\alpha > 0.6$
Work motivation	0.927	Reliable Value $\alpha > 0.6$
Employee Performance	0.876	Reliable Value $\alpha > 0.6$

Source: Primary Data Processed (2021)

The results of the statistical reliability test data show that all variables of Employee Placement, Knowledge Management, Organizational Culture, Work Motivation and Employee Performance are Reliable, because Cronbach's alpha value is above the minimum limit of 0.60.

b. SEM Testing and Hypotheses

Analysis of the results of data processing at the full stage of the SEM model was carried out by conducting a model feasibility test and a causality significance test. The path diagram for the full model analysis is presented as follows:

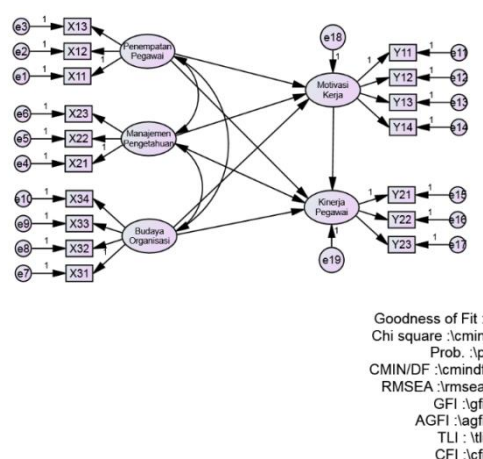


Figure 2. Structural Model Test

Source: Amos data processing (2021)

From the results of multivariate testing, the critical ratio value obtained is 0.654, which is smaller than ± 2.58 , so overall it can be seen that the data used for testing the SEM model is normally distributed.

To determine the total effect, direct and indirect effects of each variable. It can be seen in the table of Direct Effects, Indirect Effects, and Total Effects that the direct influence of the Employee Placement variable (X1) on work motivation (M) is 0.237. Knowledge Management (X2) is 0.644 and Organizational Culture (X3) is 0.109. as the following table:

Table 4. Standardized Direct Effects: (Group number 1 - Default model)

	Organizational culture	Knowledge Management	Employee Placement	Work motivation	Employee performance
Work motivation	0.109	0.644	0.237	0	0
Employee performance	0.354	0.155	0.095	0.428	0

Source: Amos 2021 Data Processing Results

The magnitude of the direct influence of Employee Placement (X1) on employee performance (Y) is 0.095, Knowledge Management (X2) is 0.155 and Organizational Culture (X3) is 0.354. Meanwhile, work motivation (M) on employee performance (Y) is 0.428.

Table 5. Standardized Indirect Effects:(Group number 1 - Default model)

	Organizational culture	Knowledge Management	Employee Placement	Work motivation	Employee performance
Work motivation	0	0	0	0	0
Employee performance	0.046	0.276	0.101	0	0

Source: Amos 2021 Data Processing Results

Based on the table above, it can be seen that the magnitude of the indirect influence of the Employee Placement variable (X1) on employee performance (Y) is 0.101, Knowledge Management (X2) is 0.276 and Organizational Culture (X3) is 0.046.

Table 6. Standardized Total Effects: (Group number 1 - Default model)

	Organizational culture	Knowledge Management	Employee Placement	Work motivation	Employee performance
Work motivation	0.109	0.644	0.237	0	0
Employee performance	0.400	0.431	0.196	0.428	0

Source: Amos 2021 Data Processing Results

Based on the table above, it can be seen that the total effect of the Employee Placement variable (X1) is work motivation (M) of 0.237. Knowledge Management (X2) is 0.644 and Organizational Culture (X3) is 0.109. The total influence of Employee Placement (X1) on employee performance (Y) is 0.196. Knowledge Management (X2) is 0.431 and Organizational Culture (X3) is 0.400. Meanwhile, work motivation (M) on employee performance (Y) is 0.428.

Table 7. Squared Multiple Correlations: (Group number 1 – Default model)

	Estimate
Work motivation	0.908
Employee performance	0.991

Source: Amos 2021 Data Processing Results

Based on table 4.24, the coefficient of determination (R square) of the work motivation variable (M) is 0.908, meaning that the job satisfaction variable (M) can be explained by the variables of Employee Placement (X1), Knowledge Management (X2), and Organizational Culture (X3) of 90.8% while the remaining 9.2% is influenced by variables outside the study. In the employee performance variable (Y) the coefficient of determination (R square) is 0.856, meaning that employee performance (Y) is influenced by Employee Placement.

Table 8. Recapitulation of Research Results

Hypothesis	Analysis Results	Conclusion	Description
Employee Placement directly has a positive effect on Employee Motivation	C.R value = 2.869	Positive and Significant Influence	Accepted
Knowledge Management has a direct positive effect on Employee Motivation	P value = 0.004	Positive and Significant Influence	Accepted
Organizational Culture directly has a positive effect on Employee Motivation	C.R value = 5.111	Positive and insignificant influence	Rejected
Employee Placement directly has a positive effect on Employee Performance	P value = 0.000	Positive and insignificant influence	Rejected
Knowledge Management directly has a positive effect on Employee Performance	C.R value = 0.732	Positive and insignificant influence	Rejected
Organizational Culture directly has a positive effect on Employee Performance	P value = 0.464	Positive and Significant Influence	Accepted
Motivation directly has a positive	C.R value =	Positive and	Accepted

effect on employee performance	1.088	Significant Influence	
Employee Placement indirectly has a positive effect through Motivation on Employee Performance	P value = 0.277	Positive and Significant Influence	Accepted
Knowledge Management indirectly has a positive effect through Motivation on Employee Performance	C.R value = 0.972	Positive and Significant Influence	Accepted
Organizational Culture indirectly has a positive effect through Motivation on Employee Performance	P value = 0.331	Positive and insignificant influence	Rejected

Source: Researcher, 2021

The table above shows the final results of hypothesis testing using the Structural Equation Model (SEM) application for testing hypotheses 1 to 7. As well as the Sobel test as path analysis (Path Analysis) serves to determine whether or not there is an indirect effect of the independent variable on the dependent variable through the intervening variable on hypotheses 8 to 10. In the results of the statement of hypothesis testing, there are 6 hypothesis statements that can be accepted and 4 hypothesis statements that are rejected with details according to the table, 3 hypothesis statements from the SEM test results are rejected and 1 hypothesis statement from the Sobel test (Path Analysis) is rejected.

4. Conclusion

From the research that has been conducted on respondents regarding Employee Placement, Knowledge Management, and Organizational Culture on Employee Performance with Motivation as an intervening variable, it is concluded as follows:

- Employee placement has a positive and significant effect on work motivation.
- Knowledge Management has a positive and significant effect on work motivation.
- Organizational culture has a positive but not significant effect on work motivation.
- Employee placement has a positive but not significant effect on employee performance.
- Knowledge Management has a positive but not significant effect on employee performance.
- Organizational Culture has a positive and significant effect on Employee Performance
- Work motivation has a positive and significant effect on employee performance.
- Employee placement has an indirect positive effect through Motivation on Employee Performance is accepted.
- Knowledge Management indirectly has a positive effect through motivation on employee performance, which is acceptable.
- Organizational culture indirectly has a positive effect through motivation on employee performance is rejected.

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