



Investigating the effect of job placement and promotion on work motivation and performance

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ABSTRACT

The study sought to determine how job placement and promotion influenced employee performance, with work motivation serving as an intervening variable. The study is a descriptive, explanatory quantitative study. The population and sample size total 117 people. Data was acquired by questionnaire distribution and analysed using path analysis and the Sobel test. The study's findings indicate that job placement has a positive impact on employee motivation. Promotion has a favourable impact on employee motivation. The direct effect of work placement on employee performance was greater than the indirect effect of work placement through work motivation, showing that the direct effect is more powerful than the indirect effect. Because the direct effect of promotions on employee performance is greater than the indirect effect of promotions through work motivation, the direct effect takes precedence over the indirect effect. Work motivation, according to the study, entirely buffers the impact of job location and promotion on employee performance.

KEYWORDS

Job; Placement; Promotion; Motivation; Performance

1. INTRODUCTION

Human resources are one significant aspect that cannot even be separated from an organization, agencies, and enterprises. Human resources are also the key that determines the growth of the organization. Human resources are utilized in an organization or firm as movers, thinkers, and planners to accomplish objectives. The resources controlled by the agency will not give ideal outcomes if they are not backed by human resources who have optimum performance. Assessing the quality of current human resources may be determined by the performance of its personnel.

Currently, the current advances regard employees not as ordinary resources but rather in the form of capital or assets. Hence, human resource occurs (Ahmad, 2021: 71). Human resources operate as company drivers and assets that must be taught and developed. Such human resource management as a management activity can always be considered by a company's management, regardless of its organizational type. Every organization, whether agency or enterprise, needs excellent human resource management.

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Human resource management is activities that try to facilitate the people in it to contribute to achieving the organization's strategic plan; in short, human resource management relates to how an organization designs a formal system that ensures the use of human resources effectively and efficiently support the organizational achievement goals and strategic plans Werther & Davis (1998: 230). The resources controlled by the agency will not give ideal outcomes if they are not backed by human resources who have optimum performance. Assessing the quality of current human resources may be determined by the performance of its personnel.

Performance is the attitude, ideals, morality, and internal and external causes that drive someone to work or behave in their career. Following Antasurya (2019) indicates that individual employees' performance strongly determines a company's success. Every organization and corporation will constantly endeavor to enhance the quality and performance of employees with the expectation that the firm's objectives will be realized. The placement of suitable persons for the execution of the task also impacts the success or failure of performance accomplishments.

According to S. P. Siagian (2016), placement is a follow-up to the selection, meaning putting potential employees who are accepted into positions or occupations that need them and, at the same time, transferring authority to that individual to carry out their obligations. Place an employee in the correct position in line with the knowledge, skills, and abilities with the features of the work. This job placement aims to put the correct employees in positions that fit their interests and talents so that they can contribute to the performance given. Given the crucial role of human resources in a business, job placement is a key subject in enhancing individual and organizational performance.

In agreement with Tohardi's comment reported by Fadilah and Nur (2013), job placement activities are highly significant in human resource management to increase performance. Work placement or placement for an employee with a suitable position would allow the business to acquire optimum, maximum outcomes and meet the objectives as intended. The correct placement is a strategy to maximize the knowledge, skills, and abilities of the employee's performance, and this has been verified by an earlier study done by Agustini & Walji (2019) that employee placement has a favorable influence on job motivation. Herdaningtyas (2018) also indicates that job placement greatly influences motivation but is not significant on work performance. Lukas Ma & Lestari (2018) demonstrates that placement significantly influences employee performance. Sari and Santika (2019) discovered that the job placement variable directly influences employee performance.

Apart from job placement, the role has a promotion aspect. One of the incentives for a person to work is because of the ability to advance and develop. It is human nature to experience an increase from the position you already have, hold a higher position, and make more revenue than what you presently have. That is why humans seek growth in their life. Promotion is one approach to making this ambition come reality. Through promotions, office personnel will be able to attain the required goals.

For an employee, promotion is viewed as more enticing than other pay. Because aside from being a form of gratitude for the outcomes of their work, promotions are also permanent and valid for a long time. Experts propose numerous definitions of promotion, such as Hasibuan (2016), indicating that promotion is the transfer of employee power and duty to a higher position followed by a rise in duties, rights, status, and income.

For employees, promotion may give the incentive to increase performance and have stronger work motivation. Promotions will inspire staff to be more active and inventive. Position promotion is a fantastic chance for everyone who wants to work and obtain benefits in the shape of a higher position than previously. The promotion of

jobs will inspire and motivate personnel to attain optimal performance. In general, employees will do their best if they feel that strong performance leads to promotion, and this is confirmed by Siagian's prior study (2020), indicating that both directly and indirectly, promotion influences employee motivation and performance. Likewise, Suciawanty (2019) discovered that both directly and indirectly, job placement and promotion affect employee performance after being mediated by work motivation.

Motivation is crucial to boost performance since performance relies on actualizing the successes accomplished. Motivation is an individual's desire to do an action or something that provides the foundation or cause for a person's actions. Motivation is the hope that inspires someone to work (Siswanto, 2019). Motivating employees typically relates to Herzberg's theory, frequently referred to as X and Y components, including providing pay incentives, improving the working environment, granting promotions, work duties, and job mastery. Thus, motivation is crucial to boost employee performance since a person's performance relies on motivation.

Motivation may be viewed as a desire or need that inspires someone to work. Performance has a tie to the motivation of the employees themselves. Providing work inspiration to employees at the right moment would undoubtedly give advantages to employees. Regarding the influence of work motivation on performance, there have been many types of research that have confirmed this, like Hasanah (2019), Suciawanty (2019), Y. Siagian (2020), Sari and Santika (2019) have demonstrated that work motivation has a major effect on employee performance. Based on the numerous reasons above connected to work placement, advancement, and motivation which may affect employee performance both directly and indirectly.

2. LITERATURE REVIEW

Mathis & Jackson and Mathis (2012) explained that placement is placing a person's position in the right job position, how well an employee fits his job will affect the amount and quality of work. Likewise, Siswanto (2006) states that work placement is to place employees as elements of work implementation in positions that are in accordance with their abilities, skills and expertise. Work placements are expected to be able to contribute as well as developing human resource competencies. Placing someone in a new task is of course something that really needs attention, because placing the right person with various conditions that must be met will certainly improve their overall performance. This is not without reason, because each individual has different experiences, talents and interests.

An organization or company certainly requires members or employees who are knowledgeable, skilled, and have the ability to suit their needs. Therefore the success of an organization or company depends on how its human resource management is implemented so that the intended goals are achieved appropriately. One of them is by arranging work placements by following the conditions and requirements. Placing someone in a new job is not easy because they have to make adjustments to new environmental conditions as well. If the work placement is in accordance with the provisions and requirements, the selected employee will be more enthusiastic at work. The right work placement helps employees to be motivated at work. This has been supported by previous research conducted by Agustini & Walji (2019) that employee placement has a positive impact on work motivation. Herdaningtyas (2018) also proves that work placement has a significant effect on motivation but not significant on work performance. Lukas Ma & Lestari (2018) proves that placement has a significant effect on employee

performance. Sari and Santika (2019) found that the job placement variable directly affects employee performance. For employees, work placement can provide motivation to improve performance and have higher work motivation. With this assessment employees will be motivated to always give their best performance. Lukas Ma & Lestari (2018) with the results of hypothesis testing proving that both partially and simultaneously placement has an effect on employee performance. Y. Siagian (2020) shows that simultaneously and partially the variables of recruitment, placement and promotion have a positive and significant effect on performance through motivation as an intervening variable.

Based on the description above, the first and third hypotheses can be formulated as follows:

H1: Work placement has a positive and significant effect on employee performance

H3: Work placement has a positive and significant effect on employee performance with work motivation as an intervening variable

Improving employee performance aside from job placement there is also a promotion factor for the position held. One of the motivations for a person to work is because of the opportunity to progress and develop. It is human nature to experience an increase from the position you currently have, occupy a higher position, and earn more income than what you currently have. That is why humans want a progress in his life. Promotion is one way to make this dream come true. Through promotions, office employees will be able to achieve the desired things.

For an employee, promotion is considered as something more attractive compared to other compensation. Because, apart from being a form of appreciation for the results of their performance, promotions are also permanent and valid for a long period of time. Experts provide various definitions of promotion, such as Hasibuan (2016: 107) explaining that promotion is the transfer of employee authority and responsibility to a higher position followed by an increase in obligations, rights, status, and income.

One of the motivations for a person to work is because there is an opportunity to progress and develop. It is human nature to experience an increase from the position you currently have, occupy a higher position, and earn more income than what was previously obtained. As stated by Siagian (2016: 169) that promotion is the transfer of employees from one place or job to another that has responsibility and authority and a higher level of position. Promotions are usually given to employees who have good performance through a myriad of proud achievements and affect the progress of where employees work and meet other requirements for promotion. The opportunity to be promoted is every employee's dream, this opportunity will create a desire from employees to motivate themselves to be better and successfully promoted. The promotions given are usually higher than before so it is hoped that they will increase income, abilities must increase, this is because the authority and responsibility of the company have become wider. Therefore, in turn, it can increase employee motivation while at the same time increasing job satisfaction. Research conducted by Hasanah (2019) proves that promotion has a positive effect on employee motivation. Natalina (2017), Y. Siagian (2020) and Suciawanty (2019) also found that promotion has a direct effect on work motivation. Based on the description above, the second and fourth hypotheses can be formulated as follows:

H2: Promotion has a positive and significant effect on employee performance

H4: Promotion has a positive and significant effect on employee performance with work motivation as an intervening variable

The average employee performance from 2018-2020 continues to decline, this is due to flight movements also decreasing, especially starting in 2019 there was a Covid-19

pandemic. The concern felt by employees will be confirmed by the virus, making their work not optimal. Therefore, the management of UPBU Juwata Tarakan continues to provide motivation in various forms such as job placements, promotion, benefits, compensation and so on. Of the 127 employees of UPBU Juwata Tarakan, they have occupied their respective fields consisting of administration, planning and finance, personnel and general affairs, engineering and operations, aviation security and emergency services, as well as service and cooperation. As for promotion, according to information from the head of the staffing and general division of UPBU Juwata Tarakan in an interview in mid-September 2021 that promotion for answers is still low because this promotion is only given to certain positions and to officials who already have the upper class. And for ordinary employees to get a promotion requires several more conditions that must be met such as the level of formal education, and the level of the echelon class.

Apart from that, in the author's observation, many employees and staff are already bored with the routine in one work unit, this feeling of boredom raises the mind of comparing his own work unit with other work units, resulting in inconsistent employee performance. For example, an employee who has been part of the Juwata Airport BLU has been in the service sector for 16 years and has never been rolled over to another unit. There is another 20 years working in the airport operations. This can be used as a policy reference for periodic rotation of employees in order to eliminate or reduce feelings of boredom at work. This employee rotation can be used to determine the ability of each employee, so that BLU can place employees according to their abilities.

Figure 1. Research Framework

The above framework illustrates that work placement has a direct effect on work motivation and employee performance. Promotion has a direct effect on work motivation and employee performance. Work motivation affects employee performance. And the variable of work motivation as a mediating variable influences work placement and promotion on employee performance.

3. RESEARCH METHODS

The nature of this research is to describe and explain (descriptive explanatory) related to the position of one variable and its relationship with other variables. With a population of the entire Public Service Board of the Juwata Tarakan Airport Management Unit Office, a total of 125 employees and at the same time as the research sample. The collection of data used in this study is to use a personal questionnaire. Data analysis method with path analysis and sobel test.

4. RESULT AND DISCUSSION

Tests are used to analyze the pattern of relationships between variables with the aim of knowing the direct and indirect effects of a set of exogenous variables on endogenous variables.

4.1. Sub Structural Path Equation Analysis I

Dependent Variable: Work Motivation

Table 1. Coefficients I

Model	Unstandardized Coefficient		Standardized Coefficient Beta	t	Sig
	B	Std. Error			
Constant	3,601	2,041		1,764	0,080
Job Placement	0,299	0,083	0,247	3,588	0,000
Promotion	0,827	0,086	0,661	9,593	0,000
R R Square Adj. R Square F	0,855	0,731	0,726	154,982	0,000

Based on the acquisition of the t test for work placement variables, it is known that the value of t count = 3.588 with a significance of 0.000 is less than 0.05, which means that work placement affects the work motivation of BLU employees at the Juwata Tarakan Airport Operations Unit. The t-test of the promotion variable shows that the value of t-count = 9.593 with a significance of 0.000 is less than 0.05, which means that promotion affects the work motivation of BLU employees at the Juwata Tarakan Airport Operations Unit. Of the two variables, promotion has a higher effect on work motivation than job placement.

Simultaneously, it can be seen that F = 154.982 with a significance of 0.000 < 0.05 means that simultaneously the job placement and promotion variables have a significant effect on employee motivation. The contribution of the two variables to work motivation is 0.726, meaning that the variable work motivation can be explained by job placement and promotion of 72.6% while the remaining 27.4% is explained by other variables outside this research model.

4.2. Sub Structural Path Equation Analysis II

Analysis of the sub-structural path equation II uses path analysis which aims to examine the effect of job placement and promotion on performance after going through the intervening variable, namely work motivation.

Table 2. Coefficients II

Model	Unstandardized Coefficient		Standardized Coefficient Beta	Sig
	B	Std. Error		
Model I				
Constant	1,695	2,304	0,736	0,463
Penempatan Kerja	0,495	0,094	0,3759,258	0,000
Promosi	0,713	0,097	0,5278,323	0,000
Model II				
Constant	0,331	2,209	0,150	0,881
Penempatan Kerja	0,381	0,094	0,2942,061	0,000
Promosi	0,399	0,124	0,2936,226	0,002
Motivasi Kerja	0,379	0,100	0,3531,788	0,000
R R Square Adj. R Square F Sig.	Model I		Model II	
	0,840	0,706	0,701	0,860
	137,015	0,000		0,739
				0,732
				106,823
				0,000

Dependent Variable: Performance

The work motivation variable path coefficient value of 0.351 is positive, this indicates that increased work motivation will improve employee performance. In other words,

the higher the work motivation, the higher the employee's performance, assuming other factors that affect employee performance remain constant.

Based on the acquisition of the model I t test, it shows that the work placement variable is known to have a t value = 5.258 with a significance of 0.000 which is less than 0.05, which means that work placement has a direct effect on the performance of BLU employees at the Juwata Tarakan Airport Operations Unit. The results of the t-test for the promotion variable show that the value of t-count = 7.323 with a significance of 0.000 is less than 0.05, which means that promotion has a direct effect on the performance of BLU employees at the Juwata Tarakan Airport Operational Unit. Model 2 shows the results of the t test variable of work motivation known t value = 3.788 with a significance of 0.000 less than 0.05, which means that work motivation has a direct effect on the performance of BLU employees at the Juwata Tarakan Airport Operations Unit.

Simultaneously, $F = 106.823$ with a significance of $0.000 < 0.05$ means that simultaneously the variables of job placement, promotion and work motivation have a significant effect on employee performance. The contribution of the three variables to employee performance is 0.732, meaning that employee performance variables can be explained by job placement, promotion and work motivation of 73.2% while the remaining 26.8% is explained by other variables outside this research model.

Gambar 2. Pengaruh Secara Langsung

Gambar 3. Pengaruh Secara Tidak Langsung

Based on multiple linear regression testing the first and second equations show the effect of work placement on the performance of BLU employees at the Juwata Airport Operational Unit through work motivation as an intervening, the results obtained from the multiplication of the effect are 0.087. The direct effect of work placement on the performance of BLU employees at the Juwata Airport Operational Unit with a coefficient of 0.379 is greater than the indirect effect between work placement after going through work motivation with a coefficient of 0.087 so that the direct effect is more dominant than the indirect effect. The effect of promotion on the performance of BLU employees at the Juwata Airport Operational Unit through work motivation as an intervening obtained the result of the multiplication of the effect, namely 0.232. The direct effect of promotions on employee performance with a coefficient of 0.529 is greater than the indirect effect of promotions through work motivation with a coefficient of 0.232 so that the direct effect is more dominant than the indirect effect.

Based on the Sobel Test I, it is known that t count = 6.280 is greater than t table with a significant level of 0.05 which is equal to 1.980, it can be concluded that the mediation coefficient is 0.515 significant and means that there is a mediating effect of work motivation in mediating the effect of work placement on the performance of BLU employees in the Organizing Unit Juwata Airport. Sobel Test II t count = 4.792 greater than t table with a significant level of 0.05 which is equal to 1.980, it can be concluded that the mediation coefficient is 0.532 significant and means there is a mediating effect of work motivation in mediating the effect of promotion on the performance of BLU employees at the Juwata Airport Operations Unit.

4.3. The Influence of Work Placement on Employee Work Motivation

The results of this study indicate that work placement has a positive and significant effect on the work motivation of Public Service Board employees at the Juwata Tarakan Airport Operational Unit office, this is demonstrated and proven by the acquisition of

a significance value of the work placement variable which is less than 0.05. It can be interpreted that the better in positioning employees at the right job placement, the more employees feel more motivated at work. Thus the first hypothesis proposed in this study is proven true.

Respondents' responses in giving statements about job placement variables expressed a neutral attitude close to agreeing as in the statement that each position or work position has its own job certainty. In this statement, the average respondent gave a neutral response and agreed, of course, all employees, both subordinates and leaders, already know that each position or work position has its own job certainty. If someone occupies a new position, of course the responsibilities and risks faced are different from the previous position.

Likewise with other statements that the position currently occupied must have specific competencies. Work skills that are owned greatly determine the position in the office. Employees who are placed have the skills that match the needs. Must have capabilities, skills and knowledge will produce a sense of enthusiasm that can encourage someone to work better. It can be concluded that good job placement and in accordance with their capabilities, abilities, expertise, skills will increase employee motivation. This is supported by the opinion of Tiwa and Tellma (2022) in principle that the right placement must be carried out consistently so that employees can work according to their respective expertise. With the right placement, work passion, work mentality and work performance will achieve optimal results, even employees' creativity and initiative can develop. The right placement is a motivation that generates enthusiasm and high work morale for employees in completing work. Badrianto and Pratiwi (2021) revealed that the placement of employees must be in accordance with the qualifications and competencies possessed by employees who will occupy new positions. So that this placement is an entry point that will motivate someone to work harder in determining success.

Placing someone in a new job is not easy because they have to make adjustments to new environmental conditions as well. If the work placement is in accordance with the provisions and requirements, the selected employee will be more enthusiastic at work. The right work placement helps employees to be motivated at work. This has been supported by previous research conducted by Agustini & Walji (2019) that employee placement has a positive impact on work motivation. Herdaningtyas (2018) also proves that work placement has a significant effect on motivation. Rochmah (2014) and Y. Siagian (2020) also prove that employee placement has a positive and significant effect on motivation. On the other hand, Anita, Aziz & Yunus (2019) found that work placements cannot increase employee motivation.

4.4. The Effect of Promotion on Employee Work Motivation

The results of this study indicate that promotion has a positive and significant effect on the work motivation of Public Service Board employees at the Juwata Tarakan Airport Operational Unit office. This means that the better at promoting employees, the more motivated employees are to work harder. Thus the second hypothesis proposed in this study is proven true.

The opportunity to be promoted is every employee's dream, this opportunity will create a desire from employees to motivate themselves to be better and successfully promoted. The promotions given are usually higher than before so it is hoped that they will increase income, abilities must increase, this is because the authority and responsibility of the company have become wider. Therefore, in turn it can increase

employee motivation as well as increase job satisfaction. This has been shown by the responses from all respondents regarding statements about promotions including feeling happy when promoted so that it will increase their social status. If promoted to a higher position than before, then the relationship with others will increase. By being promoted to a new position, you will also have new authority. With new assignments, new obligations also increase. Ready to take on new tasks according to their duties and functions. Ready to take the risk if something goes wrong. By being promoted, the salary that will be received will also change. By being promoted will change the class of employees. Of the eight statements about promotion, some respondents were neutral and close to agreeing. This neutral response shows that each employee is self-aware of his work performance, competence, expertise. Because promotions are given to employees who have competence. Most of the employees also agreed with the statement. For employees who get the opportunity to be promoted, indirectly they must be ready to take on new assignments with new responsibilities, of course, also the risks that will be faced are also new.

Hartati (2020) believes that promotion is the dream of all employees because it will bring influence and increase the ability of the person concerned to occupy a higher position. Promotion can be a motivation that encourages every employee to work better, be more active, enthusiastic in carrying out work to improve work performance. Hasibuan (2016) explains that giving promotions to employees is not solely to meet the needs or desires of employees, but must also be linked to the activities of the organization as a whole. Promotion for someone must be based on objective considerations. Because the objectivity of a person's promotion will have a positive impact on the growth of motivation and morale for other employees. The results of this study are also supported by several previous studies such as those conducted by Hasanah (2019) proving that promotion has a positive effect on employee motivation. Natalina (2017), Y. Siagian (2020), Haryono, Supardi & Udin (2020) found that promotion has a direct effect on work motivation. Promotion plays an important role in motivating employees to be more active at work.

4.5. The Effect of Work Placement on Employee Performance After Going Through Work Motivation

The results showed that work placement had an effect on the performance of BLU employees at the Juwata Airport Operational Unit through work motivation as an intervening obtained from the multiplication of the effect, namely 0.087. The direct effect of work placement on the performance of BLU employees at the Juwata Airport Operational Unit with a coefficient of 0.379 is greater than the indirect effect between work placement after going through work motivation with a coefficient of 0.087 so that the direct effect is more dominant than the indirect effect. Based on the Sobel test it is also proven that there is a mediating effect of work motivation in mediating the effect of work placement on the performance of BLU employees at the Juwata Airport Operations Unit.

Appropriate employee placement and in accordance with the needs will result in better performance. Work motivation as a reflection of a sense of security at work, the social need for good cooperation between colleagues, awarding encourages self-actualization so that optimal employee performance will be realized. However, in reality, at the BLU Juwata Airport Operations Unit, in terms of employee placement, work rotation is rarely carried out. Employees do not move from one unit to another.

This results in employees feeling bored with activities and routines that are continuously carried out, there are rarely new challenges at work. Employees expect regular rotation to provide encouragement and motivation for employees so they don't feel bored with their routine. This has been supported by previous research conducted by Agustini & Walji (2019) that employee placement has a positive impact on work motivation. Herdaningtyas (2018) also proves that work placement has a significant effect on motivation but not significant on work performance. Lukas Ma & Lestari (2018) proves that placement has a significant effect on employee performance. Sari and Santika (2019) found that the job placement variable directly affects employee performance. For employees, work placement can provide motivation to improve performance and have higher work motivation. With this assessment employees will be motivated to always give their best performance. Lukas Ma & Lestari (2018) with the results of hypothesis testing proving that both partially and simultaneously placement has an effect on employee performance. Y. Siagian (2020) shows that simultaneously and partially the variables of recruitment, placement and promotion have a positive and significant effect on performance through motivation as an intervening variable.

4.6. The Effect of Promotion on Employee Performance After Going Through Work Motivation

The effect of promotion on the performance of BLU employees at the Juwata Airport Operational Unit through work motivation as an intervening obtained the result of the multiplication of the effect, namely 0.232. The direct effect of promotions on employee performance with a coefficient of 0.529 is greater than the indirect effect of promotions through work motivation with a coefficient of 0.232 so that the direct effect is more dominant than the indirect effect. Based on the Sobel test it is also proven that there is a mediating effect of work motivation in mediating the effect of promotions on the performance of BLU employees at the Juwata Airport Operations Unit.

As is the case with giving promotions to employees who excel. Butarbutar and Efendi (2021) promotion of a position or work position aims to improve and increase employee morale. If a promotion is given to high achieving employees, it can increase motivation to increase morale so that productivity is expected to be achieved. For employees, promotions can provide motivation to improve performance and have higher work motivation. This promotion can encourage someone to be more active and creative. The existence of promotions for these employees has a big influence on performance, where with promotions, employees will be motivated to always try to work well in the hope of getting the desired promotion.

The use of work motivation as an intervening variable has a significant impact. Work motivation can encourage the formation of employee performance through satisfying employee psychology. Work motivation can cause employee enthusiasm or encouragement to work, because motivation can be broadly described as the need to promote oneself for a particular purpose. For employees, job placement and promotion can provide motivation to improve performance and have higher work motivation. Performance appraisal is the basis for promotion, which is a form of motivation as well as appreciation in the world of work. With this assessment employees will be motivated to always give their best performance.

The results of this study are also supported by Lukas Ma & Lestari (2018) with the results of hypothesis testing proving that both partially and simultaneously placement and promotion have an effect on employee performance. Rochmah (2014) the influence

of promotion variables has the greatest effect on motivation and performance. Y. Siagian (2020) shows that simultaneously and partially the variables of recruitment, placement and promotion have a positive and significant effect on performance through motivation as an intervening variable. Unlike Haryono, Supardi & Udin (2020), the results of the study show that promotion has a positive and significant effect on motivation. Promotion and motivation affect work performance but do not play a significant role in mediating the effect of promotion on work performance.

Based on the opinion of Baron and Kenny in Ryan and Sagas (2009) in full mediation, the mediating variable will remain significant, while the predictor will no longer be significant in predicting the outcome. If the predictor remains significant with mediation, the relationship can be described as partially mediated. Partial mediation occurs if the effect of the independent variable on the dependent variable after being mediated is smaller than before being mediated and remains significant.

5. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of data analysis and discussion in the previous chapter, the following conclusions can be drawn. Work placement shows a positive influence on the work motivation of the BLU Juwata Tarakan Airport Operations Unit, this is shown by a significance value of less than 0.05 and the first hypothesis is accepted.

Promotion shows a positive influence on the work motivation of the BLU Juwata Tarakan Airport Operations Unit, this is shown by a significance value of less than 0.05 and the second hypothesis is accepted. The results showed that the direct effect of work placement on employee performance was greater than the indirect effect of work placement through work motivation so that the direct effect was more dominant than the indirect effect. The results showed that the direct effect of promotion on employee performance was greater than the indirect effect of promotion through work motivation so that the direct effect was more dominant than the indirect effect. Work motivation in this study partially mediates the effect of job placement and promotion on the performance of BLU employees at the Juwata Tarakan Airport Operations Unit.

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