

Effect of Employee Placements and Competency on Employee Performance through Motivation in Pt. Bank Capital Indonesia TBK Branch of Kuningan Tower Jakarta

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Abstract: The purpose of this study was to analyze the effect of employee placement and competence on performance through employee work motivation. Population and sample in this research is all employees at PT. Bank Capital Indonesia Tbk, as many as 53 people. The sampling technique of this research using simple random sampling. Analyzer used in this research use multiple linear regression and path analysis. The results showed that the direct effect of employee placement on employee performance that is equal to 0.398, while the amount of indirect influence of employee placement on employee performance through the motivation of 0.956. The value of direct influence is less than the value of indirect influence which gives the meaning that employee motivation variable is able to mediate employee placement on employee performance. The magnitude of direct influence of competence variable on employee performance is 0.269, while the magnitude of indirect influence of competence on employee performance through the motivation that is equal to 0.665. The value of direct influence is less than the value of indirect influence which gives the meaning that the motivation variable is able to mediate the competence to the employee's performance.

Keywords: Employee Placement, Competence, Motivation, Employee Performance.

INTRODUCTION

Implementation of recruitment and selection of labor is a process that must be done before placing the workforce, it is intended for the company to obtain a qualified workforce and able to realize its objectives.

Failure in the selection and placement of employees will affect employee motivation which will further hamper the process of achieving the goals and objectives of the company. This condition is reinforced by previous research conducted by Deswarati, Rahardjo and Djudi [1] which suggests that there is an effect of employee placement as measured by the suitability of knowledge and suitability of ability to work motivation and employee performance.

From the results of the research that the company will be better when paying attention to the placement of employees among the working groups so that employees feel comfortable in working. In discussing about the work of employees other than the placement of employees, competence factors have a role in the formation of high employee work. Employee competence according to Sedarmayanti [2] is formulated in the mental attitude, education, skills, management, income level, nutrition and health, social security, environment and work climate, productivity tools, technology and achievement opportunities can

affect employee work. Then employee education is an effort to develop apparatus resources, especially for the improvement of professionalism related to administrative skills and management skills (leadership). As stated by Soekijo [3] that to improve the quality of skills related to work ability, thinking and skills, the most important education and training are needed.

The importance of employee competence in achieving work that has been targeted organization or company. Therefore, the competence of human resources in organization or company must be optimized through competency based education and training of employees. This gives a positive impact when competent human resources are able to bring personal success on improving the performance of a company or organization. Human development in organization provides quality and work ability that will impact on improving company performance.

LITERATURE REVIEW

Employee Placement

Rosidah [4] defines placement as a policy taken by the head of an agency or personnel department to determine an employee is still or not placed in a certain position or position based on certain considerations of skills, skills or qualifications. Rivai [5] defines an employee placement is the assignment or reassignment of an employee to his new job. Siagian [6] discloses placements not only applicable to new employees, but also to old employees who experience transfers and assignments.

Based on some opinions of experts above, it can be concluded that the placement of employees is the assignment of new tasks and jobs to employees in accordance with the scope set and able to account for all possibilities that will occur on the task, authority, work and responsibility.

Factors Affecting Placement

Yuniarsih and Suwanto [7] argued that the factors that affect employee placement include:

1. Education, which is the minimum required education concerning:
 - Education is supposed to mean education to run.
 - Alternative education, which is another education if forced by additional specific exercises, can fill the necessary educational requirements.
2. Knowledge of work, namely knowledge that must be owned by an employee in order to carry out the work properly. This work experience is prior to being deployed and which must be obtained when employees are employed in the field.
3. Skills of work, that is, the skills or skills to perform a job are only obtained in practice. These work skills can be grouped into three categories, namely:
 - Mental skills, such as analysis, decision making, counting, memorizing, etc.
 - Physical skills, such as turning the wheel, hoeing, sawing, and others.
 - Social skills, such as, influencing others, giving speeches, offering goods.
4. Work experience, ie the experience of an employee to perform a particular job, this work experience expressed in:
 - Work should be done.
 - The duration of doing the work.

Placement Dimensions

The dimensions used to measure employee placement using placement dimensions put forward by Siagian [8] are:

- Knowledge is a collection of facts that people have after making observations and thinking and can accumulate.

- Interest is the attention, joy, the tendency of a person's heart to contain elements of feelings that can determine an attitude that causes a person to be active in a particular activity.
- Skills are a person's ability to accomplish his tasks.
- Experience is something special skill a person already possesses and has experienced by that person.

Competence

Dharma [9] in performance management the term competence refers to the behavioral dimension of a role of behavior that someone begins to be able to perform their work satisfactorily. Competence includes behavioral characteristics that can show the difference between those who are high performers who in this context concern the resulting achievement. Further Dharma [9] reveals that competence is what one brings to work in the form of different types and levels of behavior. This should be distinguished from certain abilities (knowledge and expertise) required to perform various tasks related to a job. Competence determines aspects of the process of the outcome of a job.

From some sense of competence above it can be concluded that the competence is defined as the ability that must be owned by a worker or to be able to carry out a job successfully (effective, efficient, productive and quality) in accordance with the vision and mission organization.

Type of Competence

According to Palan [10] competence can be classified into two namely basic competence and differentiator competence, as follows:

- Basic competence is an important characteristic such as the knowledge and skills that a person needs to achieve minimum standards in a job. It's just that these basic competencies do not distinguish employees who are performing superior to the ordinary.
- Distinguishing competencies, this competence refers to factors such as motives, personal characteristics, self-concept, and values that differentiate employees who perform excellently from ordinary employees.

Competency Dimensions

Palan [10] revealed there are several dimensions that need to be considered in measuring competence, among others, namely:

- Knowledge refers to information and learning outcomes.
- Skills, referring to a person's ability to perform an activity.
- Self-concept and values, referring to one's attitudes, values and self-image.

- Personal characteristics, refers to the physical characteristics and consistency of responses to situations or information.
- Motives are emotions, desires, psychological needs, or other drives that trigger action.

Motivation

Robbins and Coulter [11] suggest that motivation refers to the process by which a person is energized, directed and sustained toward achieving a goal. Another definition revealed by Sedarmayanti [12] defines motivation as "the whole process of motivation to work to subordinates such that they are willing to work sincerely in order to achieve the goals of the organization efficiently and economically". From the definition expressed above in this study motivation focused on the impetus that affects a person to do something. In relation to performance, it means motivation is the impetus that affects an employee to carry out his duties or responsibilities.

Dimension of Motivation

Dimensions to measure employee motivation according to Rivai [13] include:

- Safety in working
- Conditions that affect the organization's activities, working conditions that will encourage employee work motivation, such as safety and work safety.
- Getting a fair and competitive salary
- Wages paid to employees are adjusted to provisions that have been determined by the organization, without distinguishing one work with each other.
- Pleasant environmental conditions
- Working conditions that will encourage employee work motivation such as calmness, workplace conditions that have complete facilities and other supporting facilities.
- Appreciation of work performance
- Each organization should give employees an opportunity. The rewards given to employees can be in the form of recognition which is then accompanied by praise, rewards, salary increases, promotions, movements and so on the results of their work.
- Fair treatment of leaders / organizations
- An employee basically wants to be treated fairly, this can mean that the voice or ideas given can be heard if the organization does something that is not or even not pleased with the individual employee goals.

Employee Performance

Riniwati [14] states that the real foundation in a company is performance. If there is no performance, then all parts of the company will not achieve its objectives. Performance is necessary as an evaluation material for a leader or manager. Performance is also an outcome generated by a particular employee or activity performed over a period of time. Where a person is

required to play his part in carrying out the company's strategy. Build [15] defines performance as a result of work achieved by employees based on job requirements.

From some definition of employee performance presented by the experts above, it can be concluded that the employee performance is the work (output) both quality and quantity achieved by employees per unit period of time in carrying out their duties in accordance with the responsibilities given to him.

Factors Affecting Employee Performance

Employee performance can be influenced by various factors [5] namely:

- Individual factors, namely ability and skill (mental and physical), background (experience, family) and demographics (age, origin).
- Company factors are resources, leadership, rewards (compensation), corporate organizational structure, and description (job description).
- Psychological factors are perception, attitude, personality, learning patterns and motivation.

Employee Performance Dimensions

Barnard and Quinn cited by Prawirosentono [16] revealed that the dimensions to measure employee performance can be seen from several aspects below, among others, namely:

- Effectiveness and efficiency, if a certain goal can finally be achieved, then it can be said that the activity is effective. It is said to be efficient when it is satisfactory as a driver of achieving the goal, regardless of whether it is effective or not.
- Authority and responsibility. Authority is the right of a person to give orders (to subordinates), while responsibility is an inseparable part or as a result of the ownership of such authority.
- Discipline. Discipline includes obedience and respect for agreements made between the organization and employees
- Initiative. One's initiative is related to thinking power, creativity in the form of ideas to plan something related to organizational goals.

RESEARCH METHODS

Research Design

This study uses explanatory analysis approach that aims to determine the influence between independent variables and bound. Travers [17] suggests that research findings are written in accordance with the results of observations by describing the nature and events when the implementation of research and then identify the causal factors of a particular variable.

This study analyzes the causal relationships of placement variables, and competencies simultaneously or separately, on employee performance directly and

indirectly through motivation variables. The research

model developed is described as follows:

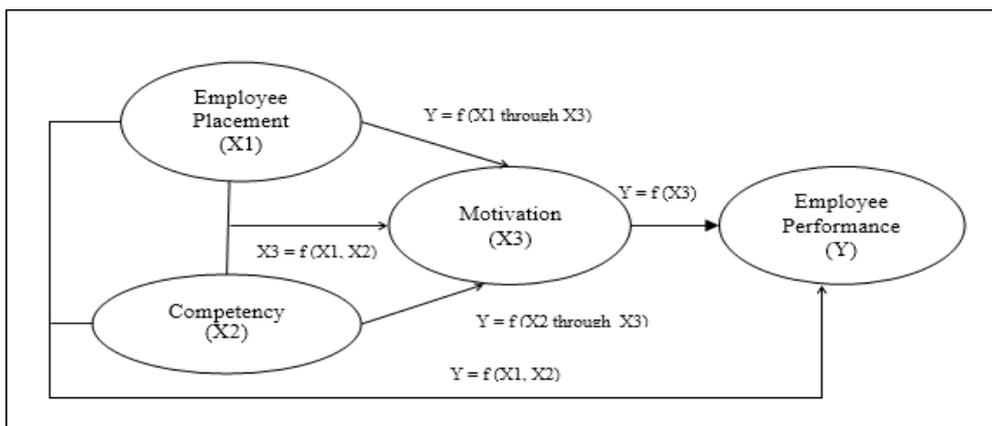


Fig-1: Conceptual Framework of Research Model

Population and Sample

Population and sample in this research is all employees at PT. Bank Capital Indonesia Tbk, as many as 53 people. Sampling technique simple random sampling. Simple random sampling is a method of sampling from a population member by random use without regard to strata (level) in the population members [18].

Data Collection Technique

Needs of research data using primary data and secondary data. Primary data collection using questionnaires. Respondents were asked to fill out the questionnaire answers by checking (✓) on the measurement scale listed below according to the respondents' most correct assessment of the statements in the questionnaire. Measurement scale used in the questionnaire has a score between 1-5, the more to 1 then the answer is increasingly not agree until the 5th to mean the answer strongly agree.

Data Processing Technique

Research instrument test was conducted with the aim to know the extent to which the accuracy and reliability of research instruments provide measurements that match the level of validity and reliability criteria limits specified.

Validity test

Validity is intended to test the accuracy of an instrument in measuring the concept to be measured or performing its measuring function. An instrument is said to be valid if the instrument measures what should be measured [18]. Testing the validity of each item used item analysis is the instrument in this study is done

internal consistency approach that correlates the score of each item with total score of grains which is the number of each item score. The correlation used is Pearson's Product Moment correlation. Pearson correlation test is done by correlating the score of each item item item with the total score of the variable. Rule in decision decision is that if there is relation between question items with total question as a whole and the value of P value under the real level (α) 0.05, then the questionnaire is valid.

Test reliability

Reliability tests the consistency of an instrument in measuring the concept to be measured or performing its measuring function. Reliable instruments are reflected in the use of multiple times to measure the same object will produce the same data [18]. In this research the reliability test is done by calculating Cronbach's alpha from each instrument in a variable. Instruments used in variables are said to be reliable when having Cronbach's alpha over 0.6 [19].

RESEARCH RESULTS AND DISCUSSION

Validity Test

Validity test is used to test each research variable, where the entire research variable contains 40 statements answered by 53 respondents. The criteria used in determining whether or not valid statements used in this study are as follows: trust level = 95 percent (probability or $\alpha = 5\%$), degrees of freedom (df) = $n - 2 = 53 - 2 = 51$, obtained r table = 0.279. If r count is greater than r table and the value of r is positive, then the statement item is said to be valid [20]. Based on the analysis that has been done, the test results validity can be shown in the table below.

Table-1: Test Instrument Validity Results of Employee Placement Variables

Variable	Statement	R arithmetic	R table	Description
Employee Placement (X1)	Question 1	0,901	0,279	Valid
	Question 2	0,858	0,279	Valid
	Question 3	0,910	0,279	Valid
	Question 4	0,951	0,279	Valid
	Question 5	0,945	0,279	Valid
	Question 6	0,959	0,279	Valid
	Question 7	0,875	0,279	Valid
	Question 8	0,890	0,279	Valid
	Question 9	0,901	0,279	Valid
	Question 10	0,930	0,279	Valid

Source: Primary Data, processed in 2017

Table-2: Test Results Instrument Validity of Competence Variables

Variable	Statement	R arithmetic	R table	Description
Competence (X2)	Question 1	0,871	0,279	Valid
	Question 2	0,935	0,279	Valid
	Question 3	0,938	0,279	Valid
	Question 4	0,945	0,279	Valid
	Question 5	0,941	0,279	Valid
	Question 6	0,843	0,279	Valid
	Question 7	0,936	0,279	Valid
	Question 8	0,915	0,279	Valid
	Question 9	0,921	0,279	Valid
	Question 10	0,932	0,279	Valid

Source: Primary Data, processed in 2017

Table-3: Validity Test Results Instrument Variable Motivation

Variable	Statement	R arithmetic	R table	Description
Motivation (X3)	Question 1	0,914	0,279	Valid
	Question 2	0,941	0,279	Valid
	Question 3	0,906	0,279	Valid
	Question 4	0,911	0,279	Valid
	Question 5	0,942	0,279	Valid
	Question 6	0,916	0,279	Valid
	Question 7	0,866	0,279	Valid
	Question 8	0,931	0,279	Valid
	Question 9	0,952	0,279	Valid
	Question 10	0,955	0,279	Valid

Source: Primary Data, processed in 2017

Table-4: Instrument Validity Test Results Employee Performance Variables

Variable	Statement	R arithmetic	R table	Description
Employee Performance (Y)	Question 1	0,829	0,279	Valid
	Question 2	0,945	0,279	Valid
	Question 3	0,935	0,279	Valid
	Question 4	0,949	0,279	Valid
	Question 5	0,918	0,279	Valid
	Question 6	0,960	0,279	Valid
	Question 7	0,831	0,279	Valid
	Question 8	0,906	0,279	Valid
	Question 9	0,912	0,279	Valid
	Question 10	0,860	0,279	Valid

Source: Primary Data, processed in 2017

Based on Tables 1, 2, 3 and 4 above, it can be seen that from the 40 items of variable question

used (placement variable, competence, motivation, and employee performance) the result is valid.

Test Reliability

Test reliability to know the extent to which the measurement results are reliable and consistent. In the

table the following test results note that all variables have alpha above 0.6 which means that all variables in this study reliable.

Table-5: Test Results of Instrument Reliability Variable Research

Variable	Cronbach Alpha (α)	Description
Placements (X1)	0,980	Reliable
Competence (X2)	0,982	Reliable
Motivation (X3)	0,984	Reliable
Employee Performance (Y)	0,979	Reliable

Source: Primary Data, processed in 2017

Based on Table 5 it can be explained that all existing statements of placement variable, competence, motivation, and employee performance are reliable.

can be explained by variation of variable change of placement and competence equal to 95.2% while the rest that is equal to 4.8% influenced by other variable beyond employee placement and competence.

Hypothesis Testing

Effect of Employee Placement And Competence On Employee Performance

R square value on the influence of employee placement and competence to employee performance that is equal to 0.952. This value can be interpreted that the variation of employee performance variable change

The result of f arithmetic is 41.544 compared to F table ($\alpha = 0.05$ DF = 2.51), then the value of F table is 3.18. From the result of F arithmetic and F table obtained if compared can be concluded that the value of F count is greater than F table. The value of the influence of placement and competence on employee performance can be seen in Table 6.

Table-6: Effect of Employee Placement and Competence on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.976 ^a	.952	.950	1.635

a. Predictors: (Constant), Competence, Placements

Source: Primary Data, processed in 2017

Table-7: Effect of Placement and Competence on Employee Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2627.605	2	1313.802	41.544	.000 ^b
	Residual	133.640	50	2.673		
	Total	2761.245	52			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Competence, Placements

Source: Primary Data, processed in 2017

The effect of placement variable and competence on employee performance can be seen from

the equation which is composed that is $Y = 2.246 + 0,304X1 + 0,275X2 + 1,635$

Table-8: Effect of Placement and Competence on Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.246	1.464		6.534	.000
	Placements	.304	.259	.284	3.173	.000
	Competence	.275	.263	.269	4.869	.000

a. Dependent Variable: Employee Performance

Source: Primary Data, processed in 2017

In Table 8, it can be seen that the effect of placement and competence variables have a positive effect on employee performance. The value of standardized coefficients placement is the coefficient of variable placement regression that gives the meaning of the success of placement program of one then the

employee performance increased by 0.284. For the regression coefficient of competence variable of 0.269. This value means that the observance of the competence of each individual employee once will have an impact on employee performance of 0.269. From both regression coefficient values obtained can be concluded

that the largest value is owned by the variable placement compared with competence. This means that the priority of leadership in improving the performance of each individual employees lies in the extent to which the company through the leadership able to consider the factors of success placement of employees. From the analysis described in the analysis of the effect of placement variables and competence on employee performance can be concluded that the hypothesis that states "there is influence placement and competence on employee performance at PT. Bank Capital Indonesia Tbk Branch of Kuningan Tower "hypothesis proved and accepted.

The Influence Of Employee Placement And Competence To Motivation

R square value on the influence of employee placement and competence to employee motivation that is equal to 0.987. This value can be interpreted that variation of change of employee motivation variable can be explained by variation of change of employee placement variable and competence equal to 98.7% while the rest that is equal to 1.3% influenced by other variable outside of placement and competence.

The result of F arithmetic obtained is 17.111 when compared with F tabel (alpha = 0,05 DF = 2; 51), then the value of F tabel equal to 3.18. From the result of F arithmetic and F tabel obtained if compared can be concluded that the value of F count is greater than F tabel. The value of the influence of placement and competence on employee motivation can be seen in Table 9.

Table-9: Effect of Employee Placement and Competence on Motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994 ^a	.987	.987	.821

a. Predictors: (Constant), Competence, Placements

Source: Primary Data, processed in 2017

Table-10: Influence of Employee Placement And Competence To Motivation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2595.611	2	1297.805	17.111	.000 ^b
	Residual	33.672	50	.673		
	Total	2629.283	52			

a. Dependent Variable: Motivation

b. Predictors: (Constant), Competence, Placements

Source: Primary Data, processed in 2017

The effect of placement variable and competence on employee motivation can be seen from the equation

which is arranged that is $X_3 = 2595.611 + 0,992X_1 + 0,690X_2 + 0.821$

Table-11: Effect of Employee Placement and Competence on Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.998	.735		12.720	.000
	Placements	1.036	.130	.992	7.973	.000
	Competence	.690	.132	.690	16.016	.000

a. Dependent Variable: Motivation

Source: Primary Data, processed in 2017

In Table 11, it can be seen that the effect of placement and competence variables have a positive effect on employee motivation. The value of standardized coefficients placement is the coefficient of variable placement regression that gives meaning if employee placement pay attention once the employee work motivation increased by 0.992. For the regression coefficient of competence variable of 0.690. This value means that the observance of the competence of each individual employee once gives an impact to employee

motivation of 0.690. From both regression coefficient values obtained can be concluded that the largest value is owned by the variable pemempatandibandingkan with employee competence. This means that the priority of the leadership in improving the performance of each individual employee lies in the extent to which the company through the leadership put its employees and perform increase the competence of each individual employee.

From the analysis described in the analysis of the effect of employee placement variables and competence on employee motivation can be concluded that the hypothesis that states "there is influence placement and competence on employee motivation at PT. Bank Capital Indonesia Tbk Branch of Kuningan Tower "hypothesis proved and accepted.

Influence Motivation Against Employee Performance

R square value on the partial influence of employee motivation variable to employee performance that is equal to 0.932. This value can be interpreted that the variation of employee performance variables change can be explained by the variation of employee

motivation variable change equal to 93.2% while the rest is equal to 6.8% influenced by other variable beyond employee motivation.

The t count obtained is 26.387 when compared with t table (alpha = 0.05 DF = 2; 51), then the value of t table is 1.675. From the results t arithmetic and t table obtained when compared can be concluded that the value of t arithmetic greater than t table. The value of partial influence of motivation on employee performance can be seen in Table 12.

Partial influence of motivation variable on employee performance can be seen from the equation which is composed that is $Y = 0,965X3$

Table-12: Partial Influence Motivation on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.965 ^a	.932	.930	1.922

a. Predictors: (Constant), Motivation

Source: Primary Data, processed in 2017

Table-13: Influence Analysis of Partial Motivation to Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.717	1.531		16.122	.000
	Motivation	.989	.037	.965	26.387	.000

a. Dependent Variable: Employee Performance

Source: Primary Data, processed in 2017

In Table 13, it can be seen that the partial motivation variable has a positive effect on employee performance. The value of standardized coefficients of employee motivation is the coefficient of variable regression of employee motivation which means that the increase of one-time employee motivation will give an impact to the improvement of employee performance equal to 0.965. Implementation of this value is the increase in motivation of each individual employee will give impact to the improvement of employee performance.

Indirect Effect of Placement on Employee Performance Through Motivation

From the results of data processing has been done then can be described some equations that can be prepared on the variables discussed as follows.

Equation I : $Y = f(X1, X2) = b1X1 + b2X2$

$Y = 0.284X1 + 0.269X2$

Equation II : $X3 = f(X1, X2) = b1X1 + b2X2$

$X3 = 0.992X1 + 0.690X2$

Equation III : $Y = f(X3) = b5X3$

$Y = 0.965X3$

The immediate effects that can be composed are:

$Y = 0.284X1$

$Y = 0.269X2$

The indirect effect of employee placement on employee performance through the ability that can be prepared are: $(0.992)(0.964) = 0.956$

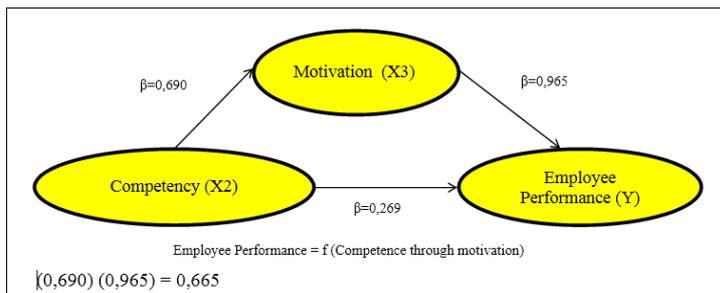
From the direct and indirect influence described can be explained that the magnitude of the direct influence of employee placement on employee performance that is equal to 0.398, while the amount of indirect influence of placement on employee performance through the motivation of 0.956. From the above explanation can be concluded that the value of direct influence is smaller than the value of indirect influence that gives the meaning that employee motivation variable able to mediate the placement of employees on employee performance. With the proving of this value, the hypothesis states that "there is an indirect effect of employee placement on employee performance through PT. Bank Capital Indonesia Tbk Branch of Kuningan Tower "can be proven and hypothesis accepted.

Indirect Effect of Competence on Employee Performance Through Motivation

The indirect effect of competence on employee performance through motivation can be arranged as follows in the figure below.

From the direct and indirect influence described can be explained that the magnitude of the direct influence of competence on employee performance is equal to 0.269, while the magnitude of indirect influence of competence on employee performance

through motivation is equal to 0.665. From the above explanation can be concluded that the value of direct influence is smaller than the value of indirect influence which gives the meaning that the motivation variable is able to mediate the competence on employee performance. With the proven value of this hypothesis that states that "there is an indirect influence of competence on employee performance through PT. Bank Capital Indonesia Tbk Branch of Kuningan Tower "accepted and proven.



CONCLUSIONS AND SUGGESTIONS

Conclusion

From the results of the analysis and discussion can be concluded that partially each variable free placement of employees, competence and motivation have an influence on employee performance at PT. Bank Capital Indonesia Tbk Branch of Kuningan Tower. Then the result of analysis of motivation variable as intervening variable can be proved perfectly that motivation variable give indirect influence on variable of employee placement to employee performance and competency variable to employee performance. This statement can be proven by the extent of indirect influence (employee placement of employee performance and competence on employee performance) through motivation identified as intervening variable.

Suggestion

As a suggestion input material can be described as follows.

- The importance of standards and criteria in placing an employee is the key to the success of employee placement factors that can be reflected in the work (performance) achieved. Related to this as an input that can be submitted that is in accuracy and accuracy in applying the standards and criteria to place a person in a certain position is expected to be done with objective, where this will give a direct impact for the work of individual employees, and in turn can have an impact for the achievement of company goals and objectives.
- The results of analysis and discussion and reinforced by some literature revealed that the competence variables have a high role in the formation of employee performance. In this regard, the programs related to the improvement of

employee competence in PT. Bank Capital Indonesia Tbk Branch of Kuningan Tower can continue to be improved, this can provide input for employees and companies through the achievement of maximum results.

- Motivation is an encouragement that arises from within the employee, so that if observed the motivation of each individual employee is expected to contribute to the work achieved achieved that can be seen on the loyalty and work behavior of individuals both to the institution or to the direct superior
- For further researchers who wish to raise the same variable more attention to the determination of research indicators where in the determination of indicators can be adjusted to the place or object of research set. Then on the other hand the weakness of this study can be seen from the use of the number of samples used. Where the limited number of respondents in this study can have an impact on the accuracy and validation of data collected and analyzed.

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