

## Management and Economics



# Role of Job Satisfaction in Mediating the Effect of Motivation and Employee Placement on Employee Performance at Rumah Sakit Umum Daerah (RSUD) Bali Mandara, Bali Province

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## Abstract

This research reveals the role of job satisfaction in mediating the effect of motivation and employee placement on employee performance. The background of this research is based on the fact that the successful implementation of duties and responsibilities in the agency depends on the performance of the employees. optimal performance of employees is caused by various factors, but are thought to be determinants are the conditions of satisfaction of work conditions motivation and employee placement. An important idea that arises is to convey the importance of employee performance through job satisfaction, motivation and employee placement so that it has an impact on the tasks that must be carried out by employees in providing health services. This research used a sample of management staff at RSUD Bali Mandara, Bali Province. PLS-based SEM with a quantitative approach and a measuring scale from previous studies is used in this study. Result of this research: motivation and employee placement have a positive and significant effect on job satisfaction and employee performance. Job satisfaction has been proven to have a positive and significant effect on employee performance, but job satisfaction has not been able to mediate the indirect effect of motivation on employee performance and employee placement on employee performance. An important contribution given from this research, employee performance tends to be determined by employee placement, employee placement must be appropriate in accordance with the field of expertise, disposition, skills, and abilities. **Keywords:** Job Satisfaction, Motivation, Employee Placement, Employee Performance

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## 1 | INTRODUCTION

**R**egional General Hospital Bali Mandara or Rumah Sakit Umum Daerah (RSUD) in Bali Province, is obliged to provide quality health care to the community so it is always required to improve the performance of employees. An employee who has high and good performance can support the achievement of goals and objectives to provide services in the field of health management set by the hospital.

The importance of the employees performance at the RSUD Bali Mandara, Bali Province, greatly influences the implementation of the agency's goals, namely to improve health services to the community. Employee performance at RSUD Bali Mandara which based on the minimum service standards for each field or section. The minimum standard achievement which is the target of employee performance at the RSUD Bali Mandara, Bali Province in three years has never been achieved according to the target of 100%, the highest achievement was 95.8 and the lowest was 78.8%. Performance is an important thing to be achieved by each agency included in at RSUD Bali Mandara Bali Province. Not to optimal employee performance at RSUD Bali Mandara Bali Province is caused by various factors, but which allegedly is determinant is the work satisfaction, motivation and staffing.

There are several opinions related to the factors that affect a person's performance in the organization. Gibson et al. (2012) mentions that factors influence individual performance: (1) individual factors: abilities, skills, family background, work experience, social and demographic levels, (2) psychological factors: perceptions, roles, attitudes, personality, motivation, job satisfaction and (3) organizational factors: organizational structure, job design, leadership, employee placement and reward system. According to Danin (2012). Employee placement, work motivation, and job satisfaction are factors that affect employee performance. According to Hasibuan (2012) the creation of employee performance can arise if the organization is able to create conditions that can encourage and enable employees to develop and improve their abilities and skills optimally so that employees can make positive contributions. One

way that can be done by companies in improving the quality of performance is by paying attention in the form of employee placement, employee job satisfaction and work motivation.

The employee performance at RSUD Bali Mandara is not yet optimal due to various factors, but what is thought to be the determinant is the condition of job satisfaction, employee motivation and placement. The condition of job satisfaction as employee performance at RSUD Bali Mandara, based on the author's experience and observations over the past year, shows the following symptoms: employees have not carried out their duties with full responsibility, employees have not been able to develop their abilities, employees not yet skilled and diligent in carrying out their work, employees do not feel proud of the results of their work.

Results of empirical studies job motivation positive and significant effect on employee performance (Mustika, 2016; Widjojo, 2016), but in the study were found no effect (Theodora 2015; Ismawati, 2017), so that work motivation is not entirely affect the performance. Research from Rahmadi (2011) proves that there is a relationship about placement to employee performance and Soares' research (2017) finds that placement has a significant effect on employee performance. In contrast to the results of research Yuniasih (2017) prove bahwa penempatan employees have not significant effect on the performance of employees in non manager. Cahyati's research (2018) also proves that the placement variable has a negative and insignificant effect on employee performance.

Kasma's research (2016) found that there was a positive and significant effect of job satisfaction on the performance of civil servant nurses at the Roka Hulu District Hospital, Sudarta's research (2015) found job satisfaction had a significant effect on the performance of nurses in carrying out nursing care for inpatients in private hospitals in Indonesia. Yogyakarta. This is different from the results

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of Abidin's (2015) research which found that job satisfaction had no significant effect on employee performance in the Regional Office of the Ministry of Religion of Central Java Province. Susilo (2013)'s research which found that job satisfaction had no significant effect on the performance of nurses who served in the inpatient room at Dr. RSUP. Soeradji Tirtonegoro Klaten

Widiyanto's research (2018) which suggests that job satisfaction can mediate work motivation on employee performance is supported by research conducted by Ulum (2017) which states that job satisfaction does not mediate work motivation variables on employee performance. Ramadhentry (2017) and Widianingsih (2017) also found that job satisfaction was able to mediate the effect of employee placement on employee performance.

The phenomena and research gaps that have been described can provide a clear direction for the formulation of this research problem. Does motivation affect employee job satisfaction, does employee placement affect employee job satisfaction, does motivation affect employee performance, does employee placement affect employee performance, does job satisfaction affect employee performance, does a role for job satisfaction in mediating the influence of motivation on employee performance, does a role for job satisfaction in mediating the effect of employee placement on employee performance?.

## **2 | LITERATURE REVIEW**

### **Work motivation**

The concept of motivation from various literatures is often emphasized on stimuli that arise from a person both from within (intrinsic motivation) and from outside (extrinsic motivation). Intrinsic factors are internal factors related to satisfaction, including success in achieving something in a career, recognition obtained from institutions, the nature of the work carried out, progress in a career, as well as professional and intellectual growth experienced by a person (Herzberg, 2001). Motivation is basically a mental condition that encourages taking an action (action or activities) and provides strength that leads

to the achievement of needs, gives satisfaction or reduces imbalances (Martoyo, 2014). Maslow, in Winardi (2015), views an individual's motivation as a sequence of pre-determined needs. Physiological needs are the most imperative needs, but psychologically the need for self-realization is very important for each individual.

### **Job Satisfaction**

Job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline, and work performance. Koontz, O' Donnell, and Weihrich (1994), in Sinambela (2015). Writing satisfaction refers to the experience of pleasure or pleasure felt by a person when what he wants is achieved. Job satisfaction is a feeling of relative pleasure or displeasure. Job satisfaction is a combination of economic, psychological, sociological, cultural, self-actualization, appreciation and environmental aspects. Job satisfaction can be interpreted as an individual attitude orientation to play a role in the work that is being occupied (Mangkunegara, 2014). Widodo (2013) states that the positive variables on job satisfaction are the type of work itself, paid salary, opportunities for promotion, superiors and co-workers.

### **Employee Placement**

Placement relates to the adjustment of one's abilities and talents with the work to be done. It is an important manager's job to place people in the right jobs. A person is given a job in accordance with the knowledge, skills, and abilities possessed in accordance with the job requirements. Mistakes in placing employees in appropriate jobs will get unfavorable results. Inaccuracy in this case can result in a lack of morale which has an impact on low work performance, and high levels of employee turnover and absenteeism (Hasibuan, 2012). The implementation of the employee placement system in an organization is an activity that must be carried out properly, because with the right employee placement, the employee concerned will know the scope of his work and can carry out the tasks assigned to him, so that the burden of the task assigned to him can be accounted for. This employee placement is done to get a workforce that is in accordance with what is expected both in quality, quantity, and ideally. In other words, the position of

the employee must be in accordance with the field of expertise, disposition, skills and abilities. In placing employees, they should always pay attention to the principle of the right man in the right place and the right man behind the right job. This is important considering that the placement of employees in a position will affect the implementation of the work (Mangkunegara, 2014).

### **Performance**

Performance is the result of carrying out a job, both physical/material and non-physical/non-material (Nawawi, 2011). Meanwhile, according to Wirawan (2015) performance is the output produced by the functions or indicators of a job or a profession within a certain time. According to Mangkunegara (2014) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance can be defined as the achievement or operational effectiveness of an organization and its employees based on predetermined goals, standards and criteria. Performance refers to the level of achievement of the tasks that make up an employee's job. Performance reflects how well an employee fulfills the requirements of a job. Performance is often misrepresented as an attempt (effort) that reflects the energy expended (Simamora, 2016).

## **3 | HYPOTHESES**

### **The effect of motivation on job satisfaction**

Motivation is one of the things that can increase satisfaction. With the motivation or encouragement in employees will produce good work (Mangkunegara, 2017). Research conducted by Trisnarningsih (2016), Brahmasari (2018), Saleem et al. (2016), Ahmed et al. (2016), Ayub and Rafif (2017), Maharjan (2014) and Shah et al. (2017) which states that motivation has a positive effect on job satisfaction. H1: Motivation has a positive effect on job satisfaction

### **The effect of employee placement on job satisfaction**

Placement affects job satisfaction based on the view that appropriate and suitable work for an employee

is one of the factors that influence the emergence of positive attitudes and job satisfaction so that it will be easier to achieve work results as expected by the organization. The results of research from Pushpakumari (2016) show that there is a significant impact between job satisfaction on employee performance and satisfied employees have a high commitment to works, besides that research conducted by Aryani (2018) also shows that employee placement has a significant effect on job satisfaction. H2: Employee placement has a positive effect on job satisfaction

### **The effect of motivation on performance**

Motivation as something that exists in a person who can encourage, enable, mobilize and guide the behavior of a person, according to Mangkunegara (2014) states There is a relationship positive between motivation and performance by achieving the feat, it means the manager who has the motivation to achievement of high tend to have the performance of high On the other hand, those who have low performance are possible because their motivation is low. Mustika's research (2016) found that work motivation has a positive and significant effect on employee performance. Widjojo's research (2016) also found that work motivation has an effect on employee performance. H3: Motivation has a positive and significant effect on employee performance

### **The effect of employee placement on employee performance**

This employee placement is done to get a workforce that is in accordance with what is expected both in quality, quantity, and ideally. In other words, the position of the employee must be in accordance with the field of expertise, disposition, skills, and abilities. A person is given a job in accordance with the knowledge, skills, and abilities possessed in accordance with the job requirements. Mistakes in placing employees in appropriate jobs will get unfavorable results. Inaccuracy in this case can result in a lack of morale which has an impact on low work performance. The results of Akbar's research (2018) which found that there was a partial influence of the placement variable on Employee Work Performance at the Buton Regency Public Works Office. Research Wahab (2018) also found that the staffing is partially influenced positively and significantly on the perfor-



mance of employees at PT. Bank Mandiri (Persero) Tbk Makassar. H4: Placement has a positive effect on employee performance.

#### **The effect of job satisfaction on employee performance**

According Hasibuan (2012) work satisfaction is an unpleasant emotional attitude and loves his job. A pleasant job in accordance with the wishes of nurses will make nurses feel comfortable at work, so that their performance will be better. In addition, the promotion given by the hospital in accordance with the work performance of nurses will make nurses feel that their work is appreciated, this will make them feel satisfied and they will improve their performance in order to excel at work. Research by Chairizal, et al . (2014) shows that job satisfaction has a positive and significant effect on performance. The higher the job satisfaction of nurses, the better the performance of nurses. Therefore, it can be concluded that job satisfaction has a positive effect on nurse performance. Kasma's research (2016) found that there was a positive and significant effect of job satisfaction on the performance of nurses , as well as research by Sudarta (2015) found that job satisfaction had a significant effect on the performance of nurses in carrying out patient nursing care. Horhoruw's research (2017) also found that there was a significant effect between job satisfaction on nurse performance. H5: Job satisfaction has a positive effect on employee performance.

#### **The role of job satisfaction in mediating the effect of motivation on employee performance**

The motivation of an employee in a company is proven to affect his performance. Motivation affects performance through various mechanisms, including through mediation mechanisms. Job satisfaction has been shown to have a mediating role in the relationship between motivation and performance (Nitasari, 2012). Previous research conducted by Widiyanto (2018) which suggests that job satisfaction can mediate work motivation on employee performance, is supported by research conducted by Ulum (2017) which states that job satisfaction does not mediate work motivation variables on employee performance. H6: job satisfaction is able to mediate the effect of motivation on employee performance

#### **The role of job satisfaction in mediating the effect of employee placement on employee performance.**

One of the expectations attached to an employee is the existence of an ideal job placement for the employee, which experts define a selection or step taken by management, which in this case is not only placing, but a process of matching and comparing the qualifications possessed by the employee. employees with the needs and requirements of a position. Previous research provides evidence, as stated by Ramadhentry (2017) finding job satisfaction is able to mediate the effect of employee placement on employee performance. Widianingsih's research (2017) also found that job satisfaction was able to mediate the effect of employee placement on employee performance. These results prove that employee placement is positive and significant to improve employee performance through mediating job satisfaction. H7: job satisfaction is able to mediate the effect of employee placement on employee performance

## **4 | RESEARCH METHODOLOGY**

This research design is a quantitative research using research methods based on the philosophy of positivism with the aim of testing hypotheses based on the models and instruments developed previously using Structural Equation Modeling (SEM), with the Partial Least Square (PLS) approach.

This research was conducted at RSUD Bali Mandara which requires the quality of working life of employee to improve employee motivation, which in turn will affect the performance of employees. UPTD RSUD Bali Mandara has a structure that is the leadership organization and other employees in carrying out operational activities require a good understanding of the various variables to be studied

#### **Variables and Measures**

The variables in this study consisted of exogenous, endogenous and intervening variables . There are four variables, namely: motivation with indicators adapted from Hasibuan (2012), job satisfaction indicators in the adoption of Danin (2012) and Mangkunagara (2014), staffing with indicators in the adap-

tation of Hasibuan (2012) and performance with indicators adapted from Ambar and Rosida (2013). The research instrument measurement scale points using a Likert scale with five (5) points, a scale of "one (1) strongly disagree" to a scale of "five (5) strongly agree".

### Construct Validity and Reliability

The results of the validity test were carried out by testing the statement items used by distributing 30 questionnaires to respondents at an early stage. Results showed significant positive correlations and Cronbach Alpha every dimension and constructs above 0,70 in accordance with the criteria that pointed (Ghozali, 2014). The results of Cronbach Alpha for each dimension and construct that all indicators are declared valid and the construct or dimension is declared reliable.

### Sampling

The sample in this study was declared valid as a respondent as many as 82 people who were taken from the entire population, namely management employees at the RSUD Bali Mandara, Bali Province. Table 1

### Data Analysis

The test results of the study can be obtained that the AVE value above 0.5 (Table 2) and are qualified discriminant validity (Ghozali, 2014). The value of the square root of average variance extracted ( $\sqrt{\text{AVE}}$ ) for each variable is mostly above the value of the correlation coefficient between variables.

Results inner model based on  $Q^2$  predictive relevance models obtained at 0.8902 close to the value 1. The results of this evaluation provides evidence illustrates that structural models have compatibility (goodness of fit model) which is good, in other words that the number of 89.02 % can be explained by model while the remaining 10.98% is explained by errors or other variables not included in the model.

## 5 | RESULT

### Hypothesis test

The information in Table 3 can show the results of hypothesis testing. Work motivation ( $X_1$ ) proved

positive and significant impact on job satisfaction ( $Y_1$ ). These results indicated by the path coefficients are positive for 0.307 with T-statistic = 2.539 (T-statistic > 1.96), so the hypothesis 1 ( $H_1$ ): motivation has a significant and positive effect on job satisfaction can be proved. Employee placement ( $X_2$ ) has a positive and significant effect on job satisfaction ( $Y_1$ ). These results indicated by the path coefficients are positive for 0.277 with T-statistic = 2.228 (T-statistic > 1.96), so the hypothesis 2 ( $H_2$ ): staffing have a significant and positive effect on job satisfaction can be proved. Work motivation ( $X_1$ ) proved positive and significant effect on employee performance ( $Y_2$ ). These results indicated by the path coefficients are positive for 0.179 with T-statistic = 3.167 (T-statistic > 1.96), so the hypothesis 3 ( $H_3$ ): Motivation impact positively on the performance of employees can be proven. Staffing ( $X_2$ ) proved positive and significant effect on employee performance ( $Y_2$ ). These results indicated by the path coefficients are positive for 0.794 with T-statistic = 17.267 (T-statistic > 1.96), so the hypothesis 4 ( $H_4$ ): The placement of employees affect positively the performance of employees can be proven. Job satisfaction ( $Y_1$ ) has a positive and significant effect on employee performance ( $Y_2$ ). This result is indicated by a positive path coefficient of 0.143 with T-statistic = 2.321 (T-statistic > 1.96), so hypothesis 5 ( $H_5$ ): Job satisfaction has a positive effect on employee performance.

### Role of Mediation

The role of mediation in this study refers to Hair et al., (2010). In Table 4 Table 5 can provide the results of the mediation role of hypothesis testing variable satisfaction of work ( $Y_1$ ) on indirect influence employee motivation ( $X_1$ ) and staffing ( $X_2$ ) to employee performance ( $Y_2$ ).

Based on Table 4 shows the results of the variable work satisfaction ( $Y_1$ ) has not been able to mediate the effect of indirectly motivation ( $X_1$ ) to employee performance ( $Y_2$ ). This result is shown from the mediation test conducted, it appears that the effects of C, D and A have a significant value, but the indirect effect path coefficient obtained is still very small, which is 0.044 (below 0.10). Based on these results, it can be stated that job satisfaction obtained

**TABLE 1:** Characteristics of Respondents

No	Characteristics	Amount	Percentage (%)
1	<b>Gender :</b>		
	• Man	51 people	62.2
	• Woman	31 people	37.8
	<b>Total</b>	<b>82 people</b>	<b>100</b>
2	<b>Age :</b>		
	• 21 - 30 years	13 people	15.9
	• 31 - 40 years	52 people	63.4
	• 41 - 50 years	17 people	20.7
	<b>Total</b>	<b>82 people</b>	<b>100</b>
3	<b>Education :</b>		
	• senior High School	11 people	13.4
	• DIII	37 people	45.1
	• S1 / D IV	29 people	35.4
	• S2	5 people	6.1
	<b>Total</b>	<b>82 people</b>	<b>100</b>
4	<b>Years of service</b>		
	• 1-10 years	15 people	18.3
	• 11-20 years	56 people	68.3
	• > 20 years	11 people	13.4
	<b>Total</b>	<b>82 people</b>	<b>100</b>

**TABLE 2:** Value of AVE dan  $\sqrt{\text{AVE}}$

Variable	AVE	AVE	Correlation			
			X1	X2	Y1	Y2
Motivation (X <sub>1</sub> )	0.598	0.773	1,000			
Employee Placement (X <sub>2</sub> )	0.645	0.803	0.267	1,000		
Job Satisfaction (Y <sub>1</sub> )	0.543	0.736	0.381	0.359	1,000	
Employee Performance (Y <sub>2</sub> )	0.577	0.760	0.445	0.393	0.346	1,000

**TABLE 3:** Hypothesis testing results

No	Relationship between Variables	Path Coefficient	T Statistics	Note:
1	Work Motivation X1 -> Employee Performance Y2	0.179	3,167	Significant
2	Work Motivation X1 -> Job Satisfaction Y1	0.307	2,539	Significant
3	Y1 Job Satisfaction -> Employee Performance Y2	0.143	2,321	Significant
4	X2 Employee Placement -> Y2 Employee Performance	0.794	17,267	Significant
5	Employee Placement X2 -> Job Satisfaction Y1	0.277	2,228	Significant

**TABLE 4:** Recapitulation of Mediation Variable Test Results

No	Mediation of Job Satisfaction Variable (Y <sub>1</sub> )	Effect Coefficient				Note:
		A	B	C	D	
1	Work Motivation X1 -> Employee Performance Y2 )	0.307 (sig)	0.277 (sig)	0, 179 (sig)	0.143 (sig)	No Mediation
2	X2 Employee Placement -> Y2 Employee Performance	0.794 (sig)	0.845 (sig)	0.227 (sig)	0.143 (sig)	No Mediation

from work motivation has not been able to improve the performance of employees in the administration department at RSUD Bali Mandara, Bali Province (no mediation).

Variable work satisfaction (Y<sub>1</sub>) has not been able to mediate the effect of indirectly staffing (X<sub>2</sub>) to employee performance (Y<sub>2</sub>). This result is shown from the mediation test conducted, it appears that the effects of C, D and A have a significant value, but the indirect effect path coefficient obtained is still very small, which is 0.040 (below 0.10). Based on these results, it can be stated that the job satisfaction obtained from the placement of employees has not been able to improve the performance of employees in the administration department at the RSUD Bali Mandara, Bali Province (no mediation).

## 6 | DISCUSSION

Employee placement (X<sub>2</sub>) on employee performance (Y<sub>2</sub>) has the largest total effect, which is 0.834 compared to the work motivation path (X<sub>1</sub>) on employee performance (Y<sub>2</sub>) which only has a total effect of 0.223. These results provide an indication that the performance of employees in the administration department at the UPTD Bali Mandara Hospital, Bali Province tends to be determined by the placement of employees. The placement of employees in an organization is an activity that must be carried out prop-

erly, because with the right placement of employees, the employee concerned will know the scope of his work and can carry out the tasks assigned to him, so that the burden of the tasks assigned to him can be accounted for. This employee placement is done to get a workforce that is in accordance with what is expected both in quality, quantity, and ideally. In other words, the position of the employee must be in accordance with the field of expertise, disposition, skills, and abilities. A person is given a job in accordance with the knowledge, skills, and abilities possessed in accordance with the job requirements

Another finding obtained, work motivation will be able to further improve the performance of employees in the administration department at the RSUD Bali Mandara, motivation as something that exists in a person who can encourage, activate, move and direct one's behavior. This is supported by the statement that the highest average score is that employees have a fairly good work motivation in terms of being honest in reporting to their superiors about the implementation of their duties. The theory that links employee placement with employee performance according to Sastrohadiwiryono (2016) is to maintain quality employees and to improve employee performance, employees need to be given one encouragement, one of which is by placing employees in the right position. The principle of proper placement must be implemented consistently so that employees can work according to their respective expertise.

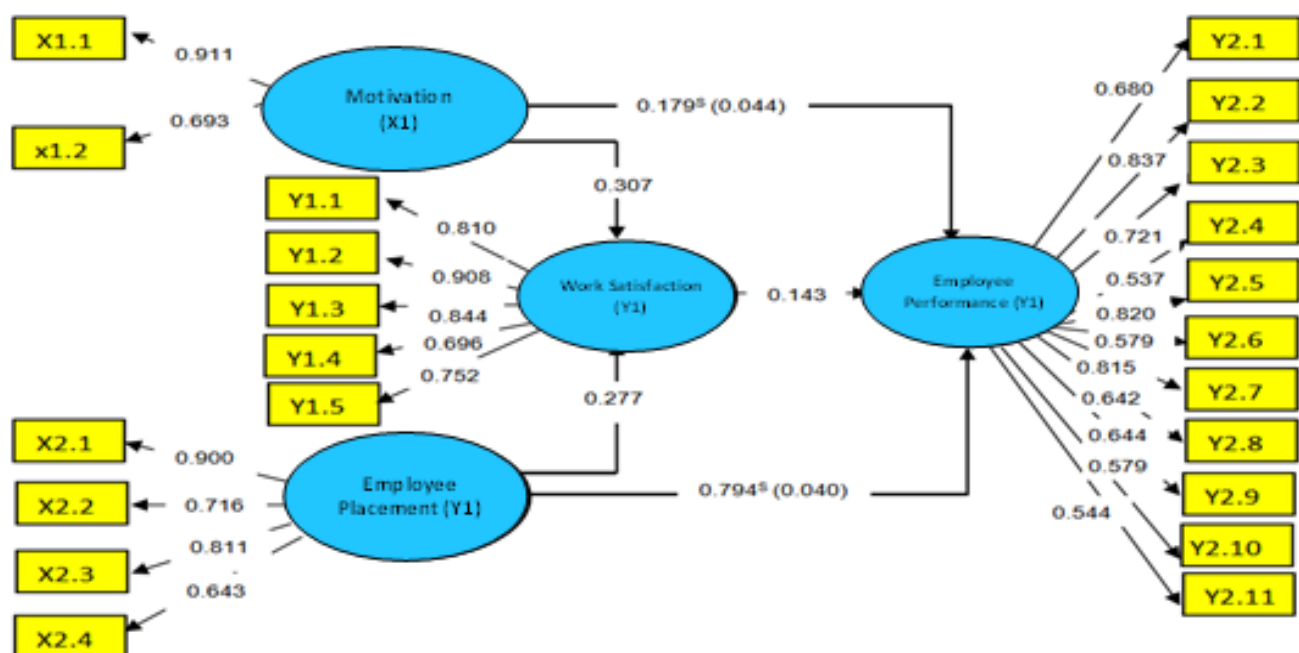


With the right placement, work enthusiasm, work mentality, work performance and performance will achieve optimal results, even employee creativity and initiative can develop. The right placement is a motivation that creates enthusiasm and high morale for employees in completing work. So the right employee placement is one of the keys to obtaining optimal work performance and performance from each employee in addition to work morale, creativity, and also developing initiatives. Figure 1

This research uses a limited sample of government employees. Further research is highly recommended to examine a wider sample, especially for employees of private hospitals in Bali so that the results are able to provide an overview of the overall condition of visitors for employee performance. There is a tendency for employee placement to affect employee performance, so it is recommended that further research be able to raise factors that affect employee placement and can conduct qualitative research to examine more deeply about employee performance.

## 7 | CONCLUSION

The important conclusion of this study, motivation, employee placement has a positive and significant effect on job satisfaction and employee performance and job satisfaction has been proven to have a positive and significant effect on employee performance, but job satisfaction has not been able to mediate the indirect effect of motivation on employee performance and employee placement on employee performance. Employee placement on employee performance has the greatest total effect, compared to the path of work motivation on employee performance. Career development is recommended for employees who have completed higher education and have high performance in carrying out their duties. Provide equal opportunities for employees to continue formal education to a higher level for career development.



**Figure 1**  
**Research result model**

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