

The Effect of Work Experience, Job Satisfaction and Work Discipline On Working Achievement with Job Placement as Intervening Variables on PT. Ramayana Lestari Sentosa Tbk. Sidoarjo

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Abstract

This study aims to determine the effect of Experience, Satisfaction, and Work Discipline on Job Performance and the influence of Experience, Satisfaction, and Work Discipline on Job Performance with Placement as an Intervening Variable at PT Ramayana Lestari Sentosa Tbk. The approach used in this research is quantitative. The population in this study was 250 employees. This research used non probability sampling especially purposive sampling. The sample in this study was 96 respondents—analyzed using SmartPLS 3.0 software. The results show that experience, satisfaction, and work discipline have a significant effect on work performance, experience has a significant effect on job performance, satisfaction has a significant effect on job performance, and discipline has a significant effect on job performance. In addition, the results show that experience, satisfaction, and work discipline significantly affect job performance through job placement as an intervening variable.

Keywords

Experience, Job Discipline Satisfaction, Job Performance, Job Placement

INTRODUCTION

Every organization, in achieving its goals, is expected to be able to manage and develop its resources, and one of the resources is Human Resources (HR). Humans are the principal capital contained in an organization. The success or failure of an organization in achieving its goals lies in the hands of humans in the organization. Realizing the importance of human resource management in achieving organizational goals, companies and leaders need to increase their attention to employees to improve their work performance. The performance of these employees will determine the progress of a company. A leader must be able to create an atmosphere that can support the creation of high performance from employees.

One that affects employee performance is work experience. A result is achieved by a person carrying out the tasks assigned to him based on skill, experience, sincerity, and time. supported by Hasibuan (2012). Every employee is expected to have high job satisfaction and be accompanied by discipline, which will increase productivity later. Afandi (2016) said that Job satisfaction occurs due to performance or work performance so that more productive workers will get satisfaction.

In order to achieve organizational goals, an appropriate workforce placement is also needed for each division or department within the organization. Meldona & Siswanto (2011) says that placement allocates employees to certain work positions, assigning an employee to a job.

One of the problems at PT. Ramayana Lestari Sentosa Tbk. is the discipline of employees that still low to meet the provisions of working hours. Alternatively, in other words, a lot of employees enter the office after the specified time. As well as some absent employees, are marked by high levels of employee absenteeism, thus hindering the achievement of company goals, and this also results in employee performance.

LITERATURE REVIEW AND HYPOTHESES

Human resource management is the science and art of managing the relationships and roles of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society. Thus, the focus studied by human resource management examines the characteristics and all ins and outs of the human workforce.

From the previous research studies and the theories mentioned above, the following is an illustration that will prove the influence of

work experience, job satisfaction and work discipline on work performance with work placement as an intervening variable. Furthermore, to facilitate understanding of the concept description below, the conceptual model used in this study will be shown in Figure 1.

Work Experience

Work experience is the same work that has been experienced before and needs attention and consideration in work placements. The fact shows that there is a tendency that the longer they work, the more experience the workforce has. Work experience gives a direction that the person concerned has relatively high expertise and skills. (Ardana et al., 2012).

The purpose of work experience is to get employees with more working hours who are expected to have various kinds of experience in solving various problems, according to each employee's individual. The skills possessed by employees are easier to do with efficiency using tools and thoughts, so it is hoped that they will be able to improve work abilities, both in the speed of work and in the quality of the results. (Ardana et al., 2012)

Job satisfaction

Understanding states that job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors. (Sutrisno, 2016). Work experience is obtained for employees with more working hours who are expected to have various kinds of experience in solving various problems, according to each employee's individual. The skills possessed by employees are easier to do with efficiency using tools and thoughts, so it is hoped that they will be able to improve work abilities, both in the speed of work and in the quality of the results. (Ardana et al., 2012)

Work Discipline

Sutrisno, (2016) in everyday life, wherever humans are, rules and regulations are needed to regulate and limit every activity and behavior. However, these regulations will be meaningless if sanctions for violators do not accompany them.

Afandi (2016) states that Work discipline is a tool used to change behavior and increase awareness and willingness to obey all company regulations and applicable social norms.

Work Performance

A person achieves work performance in carrying out the tasks assigned to him based on skills, experience, sincerity, and time. Hasibuan, (2012). According to some experts, according to Sutrisno (2016), the definition of work performance is the result of work achieved by someone from his work behavior in activities. According to Steers in Sutrisno (2016), generally, people believe that individual work performance is a combined function of three factors, namely: Ability, temperament, and interests of a worker, Clarity, and acceptance of an explanation of a worker's role Level of work motivation Although each factor is individual can also have significant meanings, but the combination of the three greatly determines the level of output of each worker, which in turn helps the overall performance of the organization.

Job Placement

Placement relates to adjusting one's abilities and talents with the work. A critical manager's job is to place people in the correct positions. A person is given a job according to the knowledge, skills, and abilities of the job requirements. (Bangun, 2012). Placements can also be reserved for existing employees, which means retaining their position or transferring them to another job. The order consists of two ways New employees from outside the company and Assignment in a new place for old employees (also known as a replacement or internal arrangement. Line managers mostly make placement decisions. Usually, supervisors are consulted to determine the order of certain employees in the future (Rivai in Meldona & Siswanto, (2011).

METHODS

The population in this study were permanent employees of PT. Ramayana Lestari Sentosa Tbk in Sidoarjo. That is, as many as 250 employees, the research sample using the non-probability sampling technique used for this research is purposive sampling. The sample in this study was 96 respondents.

In this research, the type of data used is quantitative data. Data sources are divided into primary data from the research object, namely data from respondents and primary data from PT. Ramayana Lestari Sentosa Tbk. Namely, organizational structure, attendance

data, vision-mission, company profile, and the number of employees.

Data collection techniques from questionnaires were then measured using a Likert scale. In contrast, the data analysis technique uses Structural Equation Analysis (SEM) with Partial Least Square (PLS) 3.0 software, including descriptive analysis, an outer model which includes convergent validity, discriminant validity, composite reliability, and second-order confirmatory analysis, an outer model which includes (R-Square). Hypothesis testing includes path coefficient tests and SEM analysis with mediating effects.

RESULTS AND DISCUSSION

In this chapter, the researcher will present the results of data analysis which is the result of observing several variables that have been used by regression models using the SmartPLS 3.0 application program, which has described in the previous chapter; this research involves three exogenous variables namely experience, satisfaction and discipline, then one endogenous variable is work performance, and one intervening variable is a work placement.

Convergent Validity

Convergent validity of the measurement model with reflective indicators can be seen from the correlation between item/indicator scores and construct scores. Individual indicators are valid if they have a correlation value above 0.50 (Ghozali and Latan, 2015). The results of loading items on the outer model can be seen in Figure 2. Based on the loading value, it can be concluded that at this testing stage, all items from the research variables are valid and have met convergent validity or were declared valid because all things have loading values above 0.5. From this test, it can be concluded that at this testing stage, all items from research variables are accurate) So it can be said that the statement item is the most representative (representative) to measure each construct).

Discriminant Validity

Another method to assess discriminant validity is comparing the AVE's square root. For each construct with a correlation between constructs with other constructs. The model of average variance extracted (AVE) has good discriminant validity if the value (AVE) is >0.5 . Based on the results, it can be explained that the fifth result has an AVE value above 0.5, so

it can be said that the data has good discriminant validity.

Test Reliability with Composite Reliability

In addition to seeing the value of the factor loading construct as a validity test, a reliability test is also carried out in the measurement model. A reliability test was conducted to prove the accuracy, consistency, and accuracy of the instrument in measuring a construct. The instrument will be said to be reliable if the Cronbach alpha value is more significant than 0.6. Based on the calculate, it can be seen that the value of all variables in reliability testing using Cronbach's Alpha > 0.6 or Composite Reliability value > 0.7 . It can be concluded that the variables tested are valid and reliable.

Second Order Confirmatory

To assess the effect between variables, a bootstrapping procedure was performed. The bootstrapping process uses i(all original samples to resampling. In the bootstrapping resampling method, the significance value used) t-value is 1.96 (significance level = 0.5).

Evaluation of the Structural Model (Inner Model)

R-Square

Evaluation of the value of R^2 The interpretation of the value of R^2 is the same as the interpretation of R^2 for linear regression, namely the amount of variability of endogenous variables that can be explained by exogenous variables. The results of the PLS bootstrapping process for the R-Square value can be seen in table 1.

Based on the table 1, it can be seen that the R-Square value for the Work Placement variable is 0.548. The acquisition value explains that the work placement is 54.8%. Then the R-Square value obtained from the work performance variable is 0.491. This value explains that work performance is 49.1%.

Hypothesis Testing- Path Coefficient Test

Based on the results, all items are significant to the construct with a t-statistic value > 1.96 and p-value <0.05 , next is the result of testing the hypothesis indirectly or the indirect effect obtained from the specific indirect effect on SmartPLS 3.0 program in this study through the inner model.

Table 3 shows that the relationship between work experience and work performance mediated by job placement is still

significant, with a t-statistic value of 2.737, which is greater than 1.96. Job satisfaction on job performance has a significant effect with a t-statistic value of 2,552, more than 1.96. And work discipline on work performance also has a substantial impact with a t-statistic value of 1,972, more than 1.96. In the final stage of testing, if the effect of exogenous variables on endogenous variables is significant and the impact of mediating variables on endogenous variables is substantial at t-statistic > 1.96, then mediation is proven to judge the effect of exogenous variables on endogenous variables.

DISCUSSION

H1: There is an Effect of Work Experience on Work Performance

Based on the results of data analysis proves that work experience has an effect on work performance at PT. Ramayana Lestari Sentosaa Tbk in Sidoarjo, and has a significant positive influence. Empirical studies show the work experience of employees of PT. Ramayana Lestari Sentosa Tbk in Sidoarjo is quite good; this is evidenced by employees who can clearly understand the tasks assigned by their superiors. The work that has been completed has a good impact on the outcome. In addition, to complete the job in his way, because according to the knowledge and skills possessed, master the equipment provided by the company and always know information about how well the work is done.

H2: There is an Effect of Job Satisfaction on Job Performance

Based on the results of data analysis proves that job satisfaction has an effect on job performance at PT. Ramayana Lestari Sentosa Tbk in Sidoarjo, and has a significant positive influence. Empirical studies show that employees at PT. Ramayana Lestari Sentosa Tbk. in Sidoarjo is satisfied with their colleagues and the facilities provided by the company. This means that the job satisfaction of employees is quite good. This is evidenced by employees who have good relations with their co-workers and consistently support their fellow employees. In addition, it is proven by the security and comfort in the workplace with the facilities provided by the company, as well as being able to make employees work comfortably.

H3: There is an Effect of Work Discipline on Work Performance

Based on the results of data analysis proves that work discipline has an effect on work performance at PT. Ramayana Lestari

Sentosa Tbk in Sidoarjo, and has a significant positive influence. Empirical studies show that employees at PT Ramayana Lestari Sentosa Tbk. We need to improve discipline, especially in terms of attendance or work attendance, and the completion of each task so that there are no delays. This means that the work discipline possessed by employees must comply with all company regulations, and it is emphasized that no employee is late to complete tasks and minimize errors in completing the studies. With work, discipline will determine the achievement of each employee in the organization.

H4: There is an Effect of Work Experience on Work Placement

Based on the results of data analysis proves that work experience has an effect on job placement at PT. Ramayana Lestari Sentosaa Tbk in Sidoarjo, and has a significant positive influence. Empirical studies say that employees at PT Ramayana Lestari Sentosa Tbk in Sidoarjo. Work experience is significant in placing employees in the correct position, with experience making it easier to understand the task, have the knowledge and skills and master the work and equipment provided by the company. This means that employees with work experience will get more consideration regarding work placement. Because with experience, you will know how well the work is quickly completed in carrying out the assigned tasks.

H5: There is an Effect of Job Satisfaction on Job Placement

Based on the results of data analysis proves that job satisfaction has an effect on job placement at PT. Ramayana Lestari Sentosa Tbk in Sidoarjo, and has a significant positive influence. Empirical studies show that at PT Ramayana Lestari Sentosa Tbk in Sidoarjo, placing employees in the correct position or position can help increase work. Promotion opportunities, make feel satisfied with the work environment and can improve working relationships with fellow employees in the interests of the organization and the employees themselves. . And can increase job satisfaction in carrying out work well because placement is a decisive process in getting competent employees, by assigning tasks according to their abilities.

H6: There is an Effect of Work Discipline on Work Placement

Based on the results of data analysis proves that work discipline has an effect on job placement at PT. Ramayana Lestari Sentosa Tbk in Sidoarjo, and has a significant positive

influence. Empirical studies show that employees at PT. Ramayana Lestari Sentosa Tbk in Sidoarjo, it is very important to maintain discipline. Because discipline will affect placing someone in the correct position, thus setting an example for other co-workers. Discipline is a rule that must be obeyed to create an orderly state to provide comfort in work.

H7: There is an Effect of Job Placement on Work Performance

Based on the results of data analysis proves that job placement has an effect on job performance at PT. Ramayana Lestari Sentosa Tbk in Sidoarjo, and has a significant positive influence. Empirical studies show that the right arrangement at PT Ramayana Lestari Sentosa Tbk will lead to the enthusiasm and high employee morale in completing work. This means that the order of employees is a series of steps to decide whether or not an employee is placed in a particular position within the company to obtain optimal performance from each employee.

H8: There is an Effect of Work Experience on Work Performance through Job Placement as an Intervening Variable

The data analysis results prove that work experience influences work performance through work placement as an intervening variable at PT. Ramayana Lestari Sentosa Tbk in Sidoarjo. And have a positive effect. So that the work experience applied by employees is quite good, and can provide arrangements that are by work skills and have an impact on increasing employee work performance. This empirical study at PT Ramayana Lestari Sentosa Tbk With work experience helps increase knowledge with skills to improve performance at work and in placement is a series of steps carried out to decide whether or not an employee is placed in a specific position to obtain optimal work performance from every employee.

H9: There is an Effect of Job Satisfaction on Job Performance through Job Placement as an Intervening Variable

The data analysis results prove that job satisfaction influences job performance through job placement as an intervening variable at PT. Ramayana Lestari Sentosa Tbk in Sidoarjo. And has a significant positive effect. So that the job satisfaction applied by employees is quite good, and can provide work placements that are by the employee's position at work and have an impact on increasing employee performance. With job satisfaction helps add enthusiasm to work to

improve work performance. As well as in the placement is a series of steps carried out to decide whether or not an employee is placed in a particular position to obtain optimal work performance from each employee.

H10: There is an effect of Work Discipline on Work Performance through Job Placement as an Intervening Variable

The data analysis results prove that work discipline influences work performance through job placement as an intervening variable at IPT. Ramayana Lestari Sentosa Tbk in Sidoarjo. And has a significant positive effect. So that the work discipline applied by employees is quite good and can provide arrangements that are by work skills and have an impact on increasing employee performance, this empirical study at PT Ramayana Lestari Sentosa Tbk with work discipline helps to improve order and comfort at work to improve work performance, as well as in placement is a series of steps carried out to decide whether or not an employee is placed in the correct position to obtain work performance. Optimal for each employee.

CONCLUSION

Based on the results, it can be concluded that the work experience variable has significantly positively affected work performance through work placement as an intervening variable, and job satisfaction has a significant positive effect on job performance as an intervening variable at PT. Ramayana Lestari Sentosa Tbk in Sidoarjo and work discipline significantly positively affect job performance through job placement as an intervening variable. For further research, it is necessary to add studies by locus and focus, whereby the locus researches one company and compares it with several other companies.

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Table 1. R² Value of Endogenous Variable

No	Endogenous Variables	R-Square	R Square Adjusted
1.	Job Placement (Z)	0.548	0.533
2.	Working Achievement (Y)	0.491	0.469

Table 2. Path Coefficient of Significance Measurement (T-Statistics)

Construct	Original Sample (O)	Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Experience -> Working Achievement	0.177	0.176	0.087	2.027	0.043
Job Satisfaction -> Working Achievement	0.261	0.257	0.109	2.394	0.017
Work Discipline -> Working Achievement	0.695	0.703	0.062	11.234	0.000
Work Experience -> Job Placement	0.351	0.357	0.076	4.601	0.000
Job Satisfaction -> Job Placement	0.472	0.466	0.082	5.723	0.000
Work Discipline -> Job Placement	0.179	0.175	0.072	2.490	0.013
Job Placement -> Working Achievement	0.447	0.443	0.134	3.327	0.001

Table 3. Spesific Indirect Effect

Konstruk	Originall Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 → Z → Y	0.157	0.157	0.057	2.737	0.006
X2 → Z → Y	0.211	0.210	0.083	2.552	0.011
X3 → Z → Y	0.080	0.078	0.041	1.972	0.049

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Figure 1. Conceptual Framework

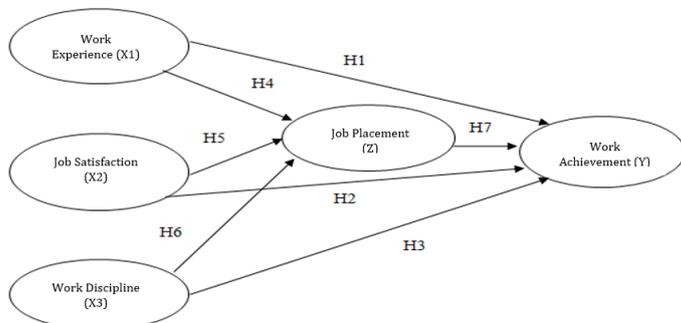


Figure 2. Outer Loading Test Results

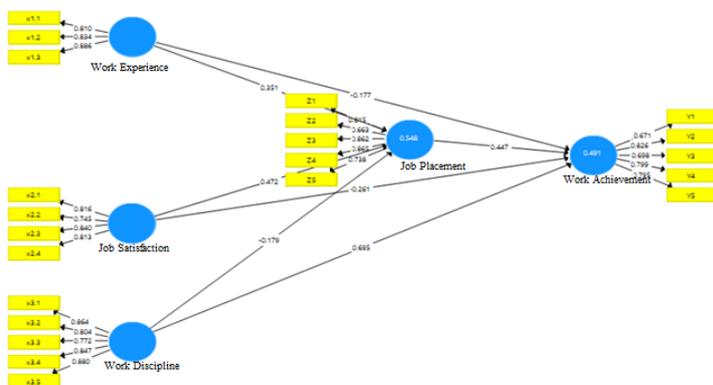


Figure 3. Results of Bootstrapping Analysis

