



# Employee Development Model Through Work Motivation at PT. Rajawali Nusindo Padang Branch

Novi Okta Viara<sup>1\*</sup>, Mondra Neldi<sup>1</sup>, Chintya Ones Charli<sup>1</sup>

<sup>1\*</sup><sup>1</sup>Department of Management, Faculty of Economics and Business, University of Putra Indonesia YPTK, Padang, 25221, Indonesia

## ARTICLE I NFORMATION

Received : November 2023  
Revised : December 2023  
Available online : January 2024

## KEYWORDS

Competency, Job Placement, Work Motivation, Employee Development

## CORRESPONDENCE

Phone : (+62) 821-7025-9796  
E-Mail : noviokta091002@gmail.com

## ABSTRACT

The This research aims to determine and attempt to analyze the influence of competency and work placement on employee development with work motivation as an intervening variable at PT. Rajawali Nusindo Padang Branch. This research is a Structural Equation Modeling (SEM) model with the SmartPLS 3.0 analysis tool. The population and sample of this research are employees of PT. Rajawali Nusindo Padang Branch. The research results found that there is an influence between competency and work motivation. There is no influence between Job Placement and Work Motivation. There is no influence between Competency on Employee Development. There is no influence between Job Placement and Employee Development. There is an influence between Work Motivation on Employee Development. Work Motivation mediates Competence on Employee Development. Work Motivation does not mediate Job Placement on Employee Development.

## INTRODUCTION

Every organization in the company has goals and hopes for success. To achieve these goals, organizations need a structure that involves individuals who are active in achieving company goals. Employees who underperform can hinder the achievement of company targets due to a lack of maximum effort in their work, thus affecting the company's development. According to (Erlin, 2018) employee development is often defined as efforts to improve skills and general knowledge for employees so that the implementation of achieving goals is more efficient. Employee development can be influenced by several factors, one of which is competence. Where according to (Martono et al, 2019) competency is the ability to carry out work that is based on skills and knowledge and supported by the work attitude required by the job. Apart from competency, employee development is also influenced by work placement. Where according to (Bustam et al., 2018) work placement is a series of steps or activities carried out to determine whether or not an employee is appropriate to be placed in a certain position in a job within the company in order to obtain optimal work performance from each

employee. Apart from work placement, work motivation is also a factor that influences employee development. Where according to (Nafi' Atqiya 2019) work motivation is the key to a successful organization to maintain continuity of work in the organization with strong methods and assistance to survive. PT Rajawali Nusantara Indonesia (Rajawali Nusindo) is one of the oldest companies in Indonesia, founded as Kian Gwan Company Limited NV on 22 July 1955 under the Oie Tiong Ham Concern. The articles of association have undergone several changes, including changing the name to PT. Rajawali Nusindo on May 29 1995. The following is target and realization data at PT. Rajawali Nusindo Padang Branch in 2022:

**Table 1.** Targets and Realization at PT. Rajawali Nusindo Padang Branch in 2022

No	Target	Work target	Work Realization
1	Handling PT production problems.	79.04%	75.25%

	Rajawali Nusindo increases		
2	Positive professional impact of work	80.57%	72.35%
3	Develop capabilities and competencies to improve the quality and productivity of human resources	85.46%	68.34%
4	Strengthening business synergies in facing global markets	78.54%	65.67%

Source: PT. Rajawali Nusindo Padang Branch

Based on the table above, it can be seen that the work targets achieved by PT. Rajawali Nusindo Padang Branch is not yet optimal. Some targets were not achieved as set, such as the index for handling production problems, the target was 75.25 % and did not reach the set target of 79.0%. The positive work professional impact was found to be a target of 72.35% , not reaching the target set at 80.57%. Developing capabilities and competencies to improve the quality and productivity of human resources found a target of 68.34 % , not achieving the target set at 85.46%. Meanwhile, the work achievements of strengthening business synergy in facing the global market showed that the target was 65.67 % and did not reach the target of 78.54%. This may be caused by a lack of competency optimization, imperfect job placement, and low work motivation.

### Competence

According to (Widhiatmiko et al, 2019) Competency is a person's attributes or characteristics that make him successful at work. Employees who have high competence, which is characterized by extensive knowledge and knowledge, capability and initiative and innovative attitudes of employees certainly have higher performance than employees who are not competent. Indicators of competency according to (Sukharta & et al, 2017) :

1. Knowledge Skills
2. Attitude

### Job Placement

According to (Dali et al., 2018) Work Placement is the provision of duties and new jobs to the employees in accordance with the defined scope and is able to account for all possibilities that will occur over the duties, authority, work, and responsibilities . Indicators of job placement according to (Arif & Ardiyan, 2019) :

1. Academic Achievement
2. Job Knowledge
3. Physical and Mental Health
4. Attitude
5. Marital status
6. Age

### Employee Development

According to (Hutagalung, 2020) Employee Development is the process of increasing individual work abilities which is achieved in order to achieve the desired career. Indicators of employee development according to (Ramli & Yudhistira, 2018) :

1. Fair treatment in career
2. Concern of direct superiors
3. Information about various promotional opportunities
4. There is interest in being promoted
5. Level of satisfaction

### Work motivation

According to (Kalika and Di 2019) Work Motivation is the process of generating behavior, maintaining behavioral progress, and channeling specific action behavior. Indicators of work motivation according to (Sutrischastini & Riyanto, 2017) :

1. Physiology
2. Sense of security
3. Social
4. Award
5. Self-actualization

## METHOD

### Type of Research

The research carried out is a type of quantitative research that has an associative nature. It should be noted that quantitative research demands the use of large amounts of data, from collection, interpretation, to presentation of results. Thus, the associative nature of research aims to test hypotheses regarding the relationship between

research variables in order to understand their impact.

### Population and Sample

According to (Sugiyono 2018), population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study were some employees of PT. Rajawali Nusindo Padang Branch, totaling 52 employees. A sample is a portion of that population. The sampling technique used is the Non Probability Sampling technique chosen, namely saturated sampling, which is a sampling method when all members of the population are sampled. So, the sample in this study was 52 employees of PT. Rajawali Nusindo Padang Branch.

### Data analysis technique

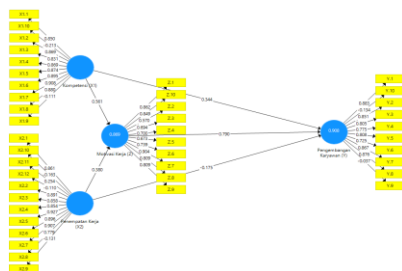
According to Junianto & Sabtohadhi, (2019), the approach used when analyzing this research was Structural Equation Model Partial Least (SEM-PLS) using SMART PLS 3.0 software. The reason for using this program is because this research is more about predicting and explaining latent variables rather than testing a theory and the number of samples in the research is not large. In this research, the data analysis used was validity testing, reliability testing, and hypothesis testing with SEM-PLS on 3 (three) variables. The formation of latent variables in this research is all reflective, which means that the four latent variables influence the indicators .

## RESULTS AND DISCUSSION

### Outer Model Testing

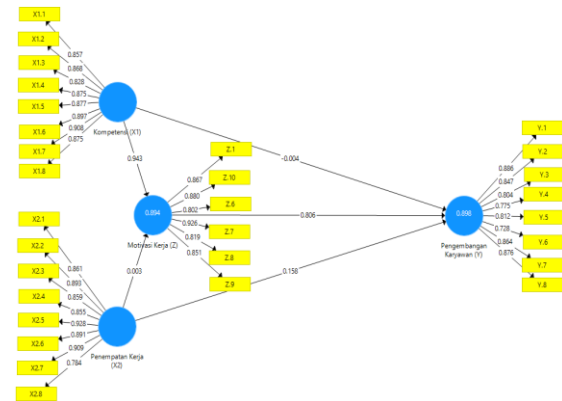
Based on the results of testing the outer model using SmartPLS, the correlation values between the research variable statement items were obtained as follows:

**Figure 1.** Outer Loading Results Before Elimination



In Figure 1 above there are several statement values below 0.7 so all statements that are invalid or below 0.7 are discarded. Where is the statement number that is eliminated (X1.9, X1.10, X2.9, X2.10, Y.9, Y.10, Z.2, Z.3, Z.5).

**Figure 2.** Outer Loading Results After Elimination



In Figure 2 above, all *convergent validity values* for all variables are above 0.7, so all variables are valid.

### Average Variance Extracted (AVE) Assessment

The validity criteria for a construct or variable can also be assessed through the Average Variance Extracted (AVE) value of each construct or variable. A construct is said to have high validity if its value is above 0.50. The following will present the AVE values in this research:

**Table 2.** Average Variance Extracted (AVE) Value

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Kompetensi (X1)	0.955	0.957	0.963	0.763
Motivasi Kerja (Z)	0.928	0.931	0.944	0.737
Penempatan Kerja (X2)	0.955	0.957	0.963	0.763
Pengembangan Karyawan (Y)	0.933	0.935	0.945	0.682

Source: SmartPLS processed results, 202 4

Based on Table 2, it can be concluded that all the constructs or variables above meet the criteria for good validity. This is indicated by an Average Variance Extracted (AVE) value above 0.50 as recommended criteria.

### Reliability Assessment

After knowing the level of validity of the data, the next step is to find out the level of data reliability or the level of reliability of each construct or variable. This assessment is by looking at the composite reliability value and Cronbach alpha value. The value of a construct is said to be reliable if it provides a Cronbach alpha value > 0.70. The reliability test results are presented in Table 3:

**Table 3.** Reliability Value

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Kompetensi (X1)	0.955	0.957	0.963	0.763
Motivasi Kerja (Z)	0.928	0.931	0.944	0.737
Penempatan Kerja (X2)	0.955	0.957	0.963	0.763
Pengembangan Karyawan (Y)	0.933	0.935	0.945	0.682

Source: SmartPLS processed results, 202 4

Based on the SmartPLS output in Table 3 above, the composite reliability and Cronbach alpha values for each construct or variable have been found to be 0.70. Thus it can also be concluded that the level of data reliability is good or reliable.

### R-Square Evaluation

Table 4. Evaluation of R Square Value

	R Square	R Square Adjusted
Motivasi Kerja (Z)	0.894	0.889
Pengembangan Karyawan (Y)	0.898	0.892

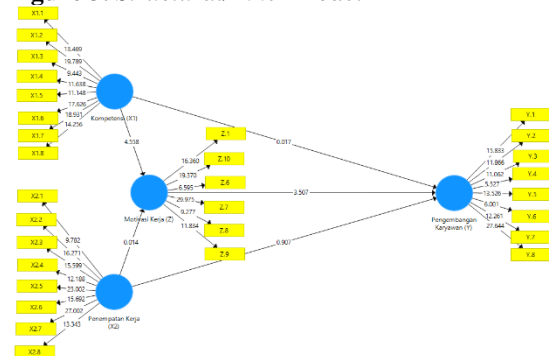
Source: SmartPLS processed results, 202 4

In table 4, it can be seen that the R2 value of the Work Motivation construct is 0.894 or 89.4%, which illustrates the magnitude of the influence it receives from the Competency and Job Placement constructs. The remaining 10.6 % is influenced by other variables outside this research. Meanwhile, the R2 value for the Employee Development construct is 0.898 or 89.8%, indicating the magnitude of influence exerted by Competence, Job Placement and Work Motivation in explaining or influencing Employee Development. The remaining 10.2 % is influenced by other variables outside this research. The higher the R-Square value, the greater the ability of the exogenous construct to explain endogenous variables so that the better the structural equation that is formed.

### Inner Model Testing

The next testing process is testing the inner model or structural model which aims to determine the relationship between constructs as hypothesized. The structural model is evaluated by paying attention to the R-Square value for the endogenous construct from the influence it receives from the exogenous construct.

Figure 3. Structural/Inner Model



### Hypothesis test

Hypothesis testing aims to answer the problems in this research, namely the influence of certain exogenous latent constructs on certain endogenous latent constructs, either directly or indirectly through mediating variables. Hypothesis testing in this research can be assessed from the value of the t-statistic or t-count compared to the t-table of 1.96 at an alpha of 5%. If the t-statistic/t-count < t-table 1.96 at alpha 5%, then Ho is rejected and if the t-statistic/t-count > t-table 1.96 at alpha 5%, then Ha is accepted. The following are the SmartPLS output results, which depict the estimated output for testing the structural model in the following table:

Table 5. Direct Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Kompetensi (X1) -> Motivasi Kerja (Z)	0.943	0.914	0.207	4.558	0.000
Kompetensi (X1) -> Pengembangan Karyawan (Y)	-0.004	0.050	0.236	0.017	0.986
Motivasi Kerja (Z) -> Pengembangan Karyawan (Y)	0.806	0.716	0.230	3.507	0.000
Penempatan Kerja (X2) -> Motivasi Kerja (Z)	0.003	0.032	0.215	0.014	0.989
Penempatan Kerja (X2) -> Pengembangan Karyawan (Y)	0.158	0.182	0.174	0.907	0.365

Source: SmartPLS processed results, 202 4

Based on the SmartPLS test results in Table 5, you can see the results of research hypothesis testing starting from the first hypothesis to the fifth hypothesis which is the direct influence of Competency, Job Placement on Work Motivation, and the influence of the Competency construct, Job Placement through Work Motivation on Employee Development.

Table 6. Indirect Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Kompetensi (X1) -> Motivasi Kerja (Z) -> Pengembangan Karyawan (Y)	0.760	0.677	0.311	2.441	0.015
Penempatan Kerja (X2) -> Motivasi Kerja (Z) -> Pengembangan Karyawan (Y)	0.002	-0.001	0.160	0.015	0.988

Source: SmartPLS Inner Model Test Results, 202 4

Based on the SmartPLS test results in Table 6, you can see the results of research hypothesis testing starting from the sixth hypothesis and the seventh hypothesis which is the indirect influence of Competency, Job Placement through Work Motivation on Employee Development

Table 7. Hypothesis Testing Results

Hypothesis	Statement	Coefficient Value	T Statistics	P-Value	Information
<b>H1</b>	Competence influences PT Work Motivation. Rajawali Nusindo Padang Branch	0.943	4,558 > 1.96	0.000 < 0.05	<b>Accepted</b> , Because the coefficient value is positive, the t statistic of 4.558 is greater than 1.96 and the p-value of 0.000 is smaller than 0.05
<b>H2</b>	Job Placement has no effect on work motivation at PT. Rajawali Nusindo Padang Branch	0.003	0.014 < 1.96	0.989 > 0.05	<b>Rejected</b> , Because the coefficient value is positive, the t statistic of 0.014 is smaller than 1.96 and the p-value of 0.989 is greater than 0.05
<b>H3</b>	Competence has no effect on PT Employee Development. Rajawali Nusindo Padang Branch	-0.004	0.017 < 1.96	0.986 > 0.05	<b>Rejected</b> , Because the coefficient value is positive, the t statistic of 0.017 is smaller than 1.96 and the p-value of 0.986 is greater than 0.05
<b>H4</b>	Job Placement has no effect towards Employee Development at PT. Rajawali Nusindo Padang Branch	0.158	0.907 < 1.96	0.365 > 0.05	<b>Rejected</b> , Because the coefficient value is positive, the t statistic of 0.907 is smaller than 1.96 and the p-value of 0.365 is greater than 0.05
<b>H5</b>	Work Motivation influences Employee Development at PT. Rajawali Nusindo Padang Branch	0.806	3,507 > 1.96	0.000 < 0.05	<b>Accepted</b> , Because the coefficient value is positive, the t statistic of 3.507 is greater than 1.96 and the p-value of 0.000 is smaller than 0.05
<b>H6</b>	Competency influences employee development through work motivation at PT. Rajawali Nusindo Padang Branch	0.760	2,441 > 1.96	0.015 < 0.05	<b>Accepted</b> , Because the coefficient value is positive, the t statistic of 2.441 is greater than 1.96 and the p-value of 0.015 is smaller than 0.05
<b>H7</b>	Job Placement has no effect on Employee Development through Work Motivation in PT Employees. Rajawali Nusindo Padang Branch	0.002	0.015 < 1.96	0.988 > 0.05	<b>Rejected</b> , Because the coefficient value is positive, the t statistic of 0.015 is smaller than 1.96 and the p-value of 0.988 is greater than 0.05

---

## CONCLUSION

From the discussion previously, several conclusions can be drawn as follows:

1. There is an influence between Competency on Work Motivation at PT. Rajawali Nusindo Padang Branch.
2. There is no influence between Job Placement and Work Motivation at PT. Rajawali Nusindo Padang Branch.
3. There is no influence between Competency on Employee Development at PT. Rajawali Nusindo Padang Branch.
4. There is no influence between Job Placement and Employee Development at PT. Rajawali Nusindo Padang Branch.
5. There is an influence between Work Motivation on Employee Development at PT. Rajawali Nusindo Padang Branch.
6. Work Motivation mediates Competence towards Employee Development at PT. Rajawali Nusindo Padang Branch.
7. Work Motivation does not mediate Job Placement on Employee Development at PT. Rajawali Nusindo Padang Branch.

## REFERENCES

- [1] Arif, M., & Ardiyan, B. (2019). Analysis of Position Placement Factors on Employee Work Performance at PT. Era Teknindo Pekanbaru analysis. *Journal of Economics, Business and Accounting* , 5 (564), 1–19. <https://doi.org/10.4324/9781315853178>
- [2] Ramli, AH, & Yudhistira, R. (2018). The Influence of Career Development on Employee Performance through Organizational Commitment at PT. Infomedia Humanika Solutions in Jakarta. *Proceedings of the National Scholars Seminar* , 811–816.
- [3] Sukharta, E., & et al, 2017. (2017). The Influence of Competency and Motivation on Capital Expenditure Budget Absorption with Organizational Commitment of Financial Management Officials as a Moderating Variable. *Udayana University Economics and Business E-Journal* , 12 , 4167. <https://doi.org/10.24843/eeb.2017.v06.i12.p05>
- [4] Sutrischastini, A., & Riyanto, A. (2017). The Influence of Work Motivation on the Performance of Gunungkidul Regency Regional Secretariat Office Employees. *STIE Widya Wiwaha Business Studies* , 23 (2), 121–137. <https://doi.org/10.32477/jkb.v23i2.209>