



The Role of Spiritual Motivation in Moderating the Effect of Job Placement and Job Training on Employee Performance (Study on Anchovy Export Company on Madura Island, East Java, Indonesia)

Zef Rizal; Budiyanto; Nur Fadrijh Asyik

Management Science Doctoral Program, Sekolah Tinggi Ilmu Ekonomi Indonesia (STIESIA) Surabaya, Indonesia

<http://dx.doi.org/10.18415/ijmmu.v9i7.3966>

Abstract

This research is based on Organizational Behavior Theory. The purpose of this study was to build an understanding of the effect of job placement on employee performance, the effect of job training on employee performance, moderation of spiritual motivation on job placement and employee performance, moderation of spiritual motivation on job training on employee performance. Type of research is Explanatory Research. Data collection using a questionnaire. The sampling technique used accidental sampling. The number of samples was 322 Employees of Anchovy Export Company on Madura Island, East Java, Indonesia, and data analysis used the SEM-PLS. The results of this study indicate that Job placement has a significant effect on employee performance, Job training has a significant effect on employee performance, Spiritual motivation moderates Job placement on employee performance, and Spiritual motivation moderates job training on employee performance.

Keywords: *Job Placement; Job Training; Employee Performance; Spiritual Motivation*

Introduction

The performance of anchovy export companies in Madura is still less than optimal in the placement of employees, both in terms of education, work knowledge, work skills and work experience. On average they are less than optimal in working in every line. Meanwhile, the market is still wide open abroad. Whereas buyers from abroad, especially from the Asian region, including Japan and Singapore, really like anchovy products from the island of Madura. From the results of the visit, the company's performance of each exporting company can be presented in table 1. below;

Table 1 Performance of Semadura Anchovy Exporting Companies Volume (Tons)

| Year 2020 | Marinal Indo Prima Ltd. | Kelola Mina Laut Ltd. | Insan Cipta Prima Sejahtera Ltd. | Mahera CV. | URCHINDIZE Ltd. | Total Company Performance (Tons) |
|-----------|-------------------------|-----------------------|----------------------------------|------------|-----------------|----------------------------------|
| January | 39 | 45 | 25 | 30 | 18 | 157 |
| February | 12 | - | - | - | - | 12 |
| March | 75 | 97 | 65 | 5 | 11 | 253 |
| April | 35,2 | 70,1 | 28,4 | 19 | 11,3 | 164 |
| May | 25,5 | 97 | 12,1 | 9 | 11,1 | 154,7 |
| June | 45 | 11,9 | 36 | 12,3 | 22,2 | 127,4 |
| July | 15,5 | 12,3 | 19 | 8 | 19 | 73,8 |
| August | 35 | 9 | 21 | 9 | 19,1 | 93,1 |
| September | 45,8 | 2 | 17,7 | 12 | 16,2 | 47,9 |
| October | 75,3 | 5 | 42,1 | 12,4 | 5 | 67,6 |
| November | 23,4 | 3 | 29 | 10,3 | 14,2 | 79,9 |
| December | 65 | - | 20 | - | 10 | 95 |

Source: Internal Anchovy Exporting Company Semadura (2021)

From Table 1, the researchers conducted a linear trend analysis so that it could be predicted that the performance of anchovy exporter companies in Madura could be predicted in the next 1 year. From the results of calculating this linear trend, it shows that the performance of anchovy exporters in Madura has decreased, reaching 3.28 tons or 33% annually. The decline in the performance of anchovy exporters during this period has made researchers interested in conducting research. In the opinion of Levy and Suharnomo (2013) stated that in their research employee performance is one of the important keys for organizations or companies because every company cannot experience improvement only from the efforts of one or two people, but from the overall efforts of company members. Organizations that can produce good performance are certainly inseparable from the performance results achieved by their members. For this reason, the organization must be able to coordinate each of its members in achieving optimal performance.

Employees in the company must be managed properly and correctly. In general, human resource management is intended to improve employee performance, so the formation of qualified human resources is a must. Therefore, the management and utilization of human resources must be a concern to be developed optimally. This is the reason why researchers are interested in conducting research. In one company, one of the important factors that is very meaningful in the smoothness and success of the company is the suitability of the placement in accordance with the field. The suitability of employee placement is an inseparable series between education and training because it is a series of activities in carrying out tasks that are in accordance with their education and training. Job Placement is a very decisive process in getting competent employees that the company needs, because the right placement in the right position will be able to help the company in achieving the expected goals. Hasibuan (2011) states that this is in accordance with the principle of "The right man in the right place and the right man behind the right job" or "Placing the right people in the right places and placing the right people for the right positions."

Research on employee performance conducted by Montolalu et al. (2016) stated that employee placement has a significant effect on employee performance, as is the case with research conducted by Atkhan et al. (2013) stated that there is a positive influence and a strong relationship between placement and employee performance, which means that the greater the value of the placement variable, the greater the value of the work variable, and conversely the smaller the value of the placement variable, the smaller the value of the work variable. Binda et al. (2015) the results of his research explain that employee placement has a significant effect on employee job satisfaction. Employee placement has a significant effect on employee performance. Job satisfaction has a significant effect on employee performance. Pua

et al. (2017) the results of the study show that there is a positive effect of Job Placement on employee performance, job placement on employee performance, work experience and Job Placement on employee performance. Preferably PT. Air Manado in improving the performance of its employees can pay attention to the work experience and Job Placement of employees. Aldilaningsari et al. (2014) based on the results of multiple linear regression analysis, it can be concluded that the Placement variable has a significant influence on the dependent variable, namely Employee Performance. In contrast to the previous, research conducted by Taroreh et al. (2016) stated that the variable suitability of employee placement has no significant effect, because the placement is not in accordance with the competencies and abilities possessed, as well as the results of research conducted by Windi and Bukhari (2018), the results of research conducted indicate that job placement is partially does not affect the performance of employees at PT. Tirta Investama. The differences in the results of research conducted by Taroreh et al, (2016) and Windi and Bukhari, (2018) made researchers interested in reviewing the relationship between Job Placement variables and employee performance.

In addition to the suitability of the placement which makes a very meaningful contribution in improving the performance and quality of Human Resources (HR), namely by conducting job training and development of employees in order to achieve company goals. Training (training) is a systematic process of changing the behavior of employees in a direction to improve organizational goals, so training is directed to help employees perform their current jobs better, while development represents a future-oriented investment in employees. In this case, training and development greatly affect productivity and work efficiency in a company (Martiana and Syarifuddin, 2014). The research on the relationship between training and employee performance conducted by Levy and Suharnomo (2013) suggests that training has a positive effect on employee performance, because the training program carried out is good so that harmony is created between employees and the company. Sutya and Mudiarta (2016), the results of their research also show that training has a direct effect on employee performance. Wicaksono (2016), in the research results show that training has a significant effect on employee morale performance, which means that by implementing training it will foster trust in employees that the company is truly an organization that does not only pursue profit. However, there is also other empirical evidence that shows the unclear relationship between training and employee performance. As research conducted by Tjeng et al, (2013) with the results of the training program does not have a significant effect on employee performance. Shafiq and Hamz (2017), the results of their research show that all independent variables have an insignificant impact on employee performance. The differences in the results of research conducted by Levy and Suharnomo, (2013), Sutya and Mudiarta (2016), Wicaksono (2016) and Tjeng et al (2013), Shafiq and Hamz (2017) make researchers interested in reviewing the relationship between variables training on employee performance.

Motivation can also affect the variables of placement and training on performance. The right placement of employees without being motivated by good motivation can lead to poor employee performance. Likewise with employee training, although company employees often attend training without being motivated by good motivation, it can also lead to poor employee performance as well. Robbins and Judge (2008) state that motivation is a process that explains the intensity, direction and persistence of an individual to achieve his goals. The three main elements in the definition are intensity, direction, and persistence. Intensity relates to how hard a person tries. This is the element that gets the most attention when it comes to motivation. However, high intensity is unlikely to result in satisfactory job performance unless the effort is linked in a direction that benefits the organization. Thus, we must consider the quality as well as the intensity of the effort at the same time. Efforts that are directed and consistent with organizational goals are the type of effort that should be made. Finally, motivation has a persistence dimension which is a measure of how long a person can maintain his or her efforts. Motivated individuals persist in performing a task long enough to achieve their goals.

Research on moderating motivation in placement on performance conducted by Suswati (2021) states that work motivation moderates the effect of the placement variable on employee performance.

However, in contrast to the research conducted by Hari et al, (2016) in his research, it was found that work motivation does not act as a moderating variable on the effect of placement on employee performance. The results of previous studies regarding moderating motivation in placement on employee performance have different results (research gap), on the one hand it plays a role or strengthens and on the other hand does not play a role or weakens so that it makes researchers interested in conducting research. While research on moderating work motivation in training on employee performance that has been carried out by Amali et al, (2018) states that work motivation moderates training on employee performance. Meanwhile, Umi (2012) states that work motivation does not moderate the training on employee performance.

Based on Organizational Behavior Theory, this research attempts to examine the effect of job placement on employee performance, the effect of job training on employee performance, moderation of spiritual motivation on job placement and employee performance, moderation of spiritual motivation on job training on employee performance.

Theoretical Review and Hypotheses

Job Placement and Employee Performance

Job placement is not a final decision. This is an initial step consisting of what the supervisor thinks the new employee can do with what the employee is "asked for" (in the form of intrinsic interest, opportunities for cooperation, promotion possibilities, pay or rewards). Hasibuan (2009) argues that, "Job Placement is a follow-up to the selection, namely applying the accepted employee candidate (passing the selection) to a certain position/job that requires it and at the same time delegating authority to that person". According to Montolalu et al. (2016) stated that Job Placement has a significant effect on employee performance, as did Atkhan et al. (2013) stated that there is a significant influence between Job Placement and employee performance. Also according to Binda et al. (2015) explains that employee placement has a significant effect on employee performance. Meanwhile, according to Taroreh et al. (2016) stated that Job Placement has no significant effect on employee performance, because the placement is not in accordance with the competencies and abilities possessed, as well as according to Windi and Bukhari (2018) showing that Job Placement does not affect employee performance. Based on this explanation, the first hypothesis is:

H1: Job Placement have significant effect on Employee Performance

Job Training and Employee Performance

Job training in principle is an effort to equip someone with the knowledge and skills and attitude so that someone has the ability to carry out daily organizational tasks or activities. Thus, through the knowledge and skills and attitudes gained through the training, an employee or member of the organization can be more confident in dealing with the problems faced in their duties. Rivai (2009), explains, the education section which concerns the learning process to acquire and improve skills outside the education system that applies in a relatively short time with methods that prioritize practice rather than theory. Meanwhile, Sedarmayanti (2011) states, a short-term educational process that uses systematic and organized procedures in which non-managerial employees learn technical knowledge and skills for limited purposes. According to Levy and Suharnomo (2013), suggesting that training has a positive effect on employee performance, because the training program that has been carried out is good so as to create harmony between employees and the company. Sutya and Mudiarta (2016), also stated that training had a significant effect on employee performance. Meanwhile, according to Tjeng et al, (2013) stated that job training does not have a significant effect on employee performance. Shafiq and Hamz (2017), also state that job training has no significant effect on employee performance. Based on this explanation, the second hypothesis is:

H2: Job Training have significant effect on Employee Performance

Spiritual Motivation, Job Placement and Employee Performance

The concept of spiritual motivation depends on each individual's personality, this is because individual maturation of spirituality is different for each person. So the way to fulfill it is done differently according to the stages. If the fulfillment is given not in accordance with the level, the individual will feel burdened, because of the objection to understanding this. The higher the level of effort a person puts into an activity, the more motivated the person is, and vice versa. In addition, employees always start each activity with the intention of worship and consider the *maslahah* aspect in obtaining prosperity in this world and the hereafter (*falah*). Thus, every employee will always appear motivated attitude based on God or what we know as spiritual motivation. The existence of spiritual motivation in employees, then the employee can develop self-actualization through increasing self-confidence, honesty, developing a way of thinking, objective attitude, effectiveness and creativity. Research on moderating motivation in placement on performance conducted by Suswati (2021) states that work motivation moderates the effect of the placement variable on employee performance. However, in contrast to the research conducted by Hari et al, (2016) in his research, it was found that work motivation does not act as a moderating variable on the effect of placement on employee performance. Based on this explanation, the third hypothesis is:

H3: Spiritual Motivation moderates the effect of Job placement on employee performance

Spiritual Motivation, Job Training and Employee Performance

In general, every organization often experiences a gap between the need for promotion of the workforce expected by the organization and the ability of the workforce expected by the organization and the ability of the workforce to respond to needs, organizations need to make an effort to bridge this gap. One way that organizations can do is hold a job training program before new employees start their work in a company/organization. Research on moderating work motivation in training on employee performance that has been carried out by Amali et al, (2018) states that work motivation moderates training on employee performance. Meanwhile, Umi (2012) states that work motivation does not moderate the training on employee performance. Based on this explanation, the fourth hypothesis is:

H3: Customer Satisfaction have significant effect on Customer Loyalty

Research Methods

Research Framework

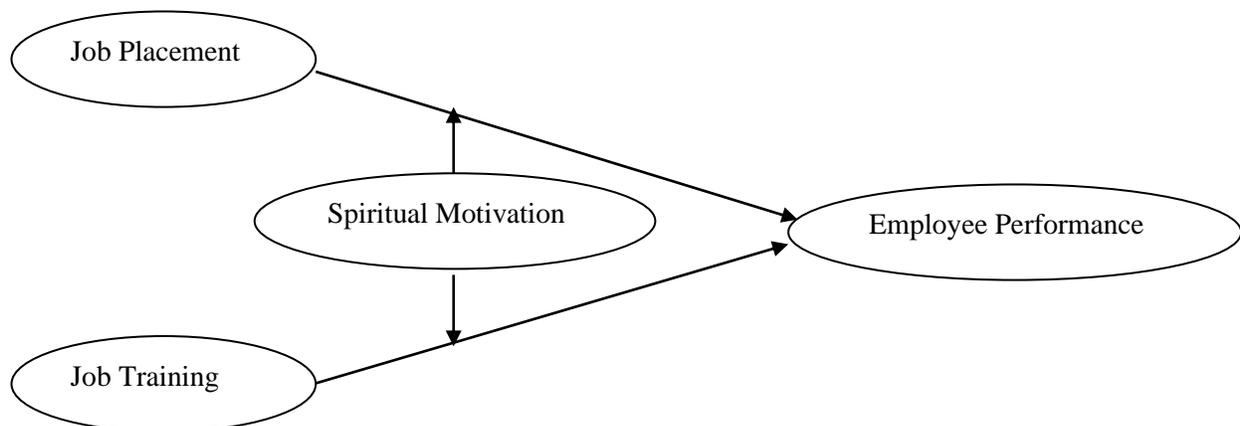


Fig. 1 Research Framework

Measures

The variables in this study were measured by a Likert scale with a range from 1 to 5 where 1 was equal to "Strongly Disagree" and 5 equal to "Strongly Agree". The variables studied consisted of exogenous variables and endogenous variables. The exogenous variables include Job Placement, Job Training and Spiritual Motivation. Job placement is a follow-up to the selection, namely placing prospective employees who are accepted (passed the selection) in certain positions/jobs carried out by an anchovy export company Semadura. The indicators used in the opinion of Suwatno and Yuniarsih (2013) are: Education, Work Knowledge, Work Skills and Work Experience. Job training is a short-term educational process that uses a systematic and organized procedure, which is carried out by an exporting company to increase technical knowledge and skills for a limited purpose. The indicators in this study use the opinion of Gomes (2000) which states that in measuring the effectiveness of a training program it can be evaluated based on information obtained at four levels, including: Reaction, Learning and Behaviors. And Spiritual Motivation is related to the needs of employees both psychologically and spiritually which is not directly related to biological human needs, but is more towards the needs of employees to develop with the interaction of fellow human beings and needs related to the Creator. The indicator used as a guide in this research is the opinion of According to Shofa (2013), there are three indicators of spiritual motivation, namely: Faith motivation, worship motivation and muamalat motivation. While the endogenous variables are Employee Performance. Employee performance is the result of work in quality and quantity achieved by an employee of an anchovy exporting company in carrying out his duties in accordance with the responsibilities given to him. The dimensions and indicators that the researcher uses in this study are based on Bangun (2012), employee performance is generally assessed from several criteria or indicators as follows: Number of Jobs, Quality of Work, Punctuality, Attendance and Ability to Work Together. This study uses SEM for variables between linear relationships between variables, hypothesis testing and causal relationships using Smart PLS software.

Result

Validity Test

The validity test was carried out to test the results of the distribution of the questionnaire to respondents who stated that they were worthy or valid for the statement items arranged as indicators of the research variables. The results of testing the validity of 30 respondents with the calculation of the Pearson Product Moment correlation coefficient in Table 2 are as follows:

Based on Table 2, it shows that the results of testing the validity of the indicators of all exogenous and endogenous variables are valid, because the correlation coefficient (r count) between the item scores and the total score is 0.5.

Table 2 Validity test

| Variable | Item | Sig Correlation Coef | Critical Value | Conclusion |
|----------------------|----------|----------------------|----------------|------------|
| Job Placement | PnK 1.1 | 0,939 | 0.5 | Valid |
| | PnK 1.2 | 0,662 | 0.5 | Valid |
| | PnK 1.3 | 0,708 | 0.5 | Valid |
| | PnK 1.4 | 0,819 | 0.5 | Valid |
| | PnK 1.5 | 0,950 | 0.5 | Valid |
| | PnK 1.6 | 0,874 | 0.5 | Valid |
| | PnK 1.7 | 0,960 | 0.5 | Valid |
| | PnK 1.8 | 0,950 | 0.5 | Valid |
| | PnK 1.9 | 0,901 | 0.5 | Valid |
| | PnK 1.10 | 0,804 | 0.5 | Valid |
| Job Training | PIK 2.1 | 0,941 | 0.5 | Valid |
| | PIK 2.2 | 0,914 | 0.5 | Valid |
| | PIK 2.3 | 0,831 | 0.5 | Valid |
| | PIK 2.4 | 0,965 | 0.5 | Valid |
| | PIK 2.5 | 0,702 | 0.5 | Valid |
| | PIK 2.6 | 0,897 | 0.5 | Valid |
| | PIK 2.7 | 0,965 | 0.5 | Valid |
| | PIK 2.8 | 0,899 | 0.5 | Valid |
| Spiritual Motivation | MS 3.1 | 0,793 | 0.5 | Valid |
| | MS 3.2 | 0,880 | 0.5 | Valid |
| | MS 3.3 | 0,793 | 0.5 | Valid |
| | MS 3.4 | 0,962 | 0.5 | Valid |
| | MS 3.5 | 0,726 | 0.5 | Valid |
| | MS 3.6 | 0,962 | 0.5 | Valid |
| Employee Performance | KK 4.1 | 0,789 | 0.5 | Valid |
| | KK 4.2 | 0,836 | 0.5 | Valid |
| | KK 4.3 | 0,860 | 0.5 | Valid |
| | KK 4.4 | 0,720 | 0.5 | Valid |
| | KK 4.5 | 0,831 | 0.5 | Valid |
| | KK 4.6 | 0,792 | 0.5 | Valid |
| | KK 4.7 | 0,770 | 0.5 | Valid |
| | KK 4.8 | 0,887 | 0.5 | Valid |
| | KK 4.9 | 0,923 | 0.5 | Valid |
| | KK 4.10 | 0,871 | 0.5 | Valid |

Source: Research Data (Processed, 2022)

Reliability Test

Reliability test is used to determine the reliability or consistency of the instrument (questionnaire) used. The boundary value used to assess or to test whether each variable can be trusted, reliable and accurate is the Alpha coefficient formula from Cronbach. A variable can be declared reliable if the Cronbach's Alpha Coefficient 0.60, meaning that the reliability level of 0.60 is an indication of the reliability of a construct. The following are the results of reliability testing from 30 respondents as follows:

Table 3 Reliability Test

| Variable | Cronbach Alpha | Critical Value | Conclusion |
|----------------------|----------------|----------------|------------|
| Job Placement | 0.785 | 0.6 | Reliable |
| Job Training | 0.795 | 0.6 | Reliable |
| Spiritual Motivation | 0.808 | 0.6 | Reliable |
| Employee Performance | 0.784 | 0.6 | Reliable |

Source: Research Data (Processed, 2022)

Based on Table 3, it can be seen that these variables are reliable, because all alpha values are 0.6. That all lists of statements (questionnaires) of each variable are reliable. Thus, the list of statements of all variables in the questionnaire is reliable to measure each variable.

Construct Validity Test

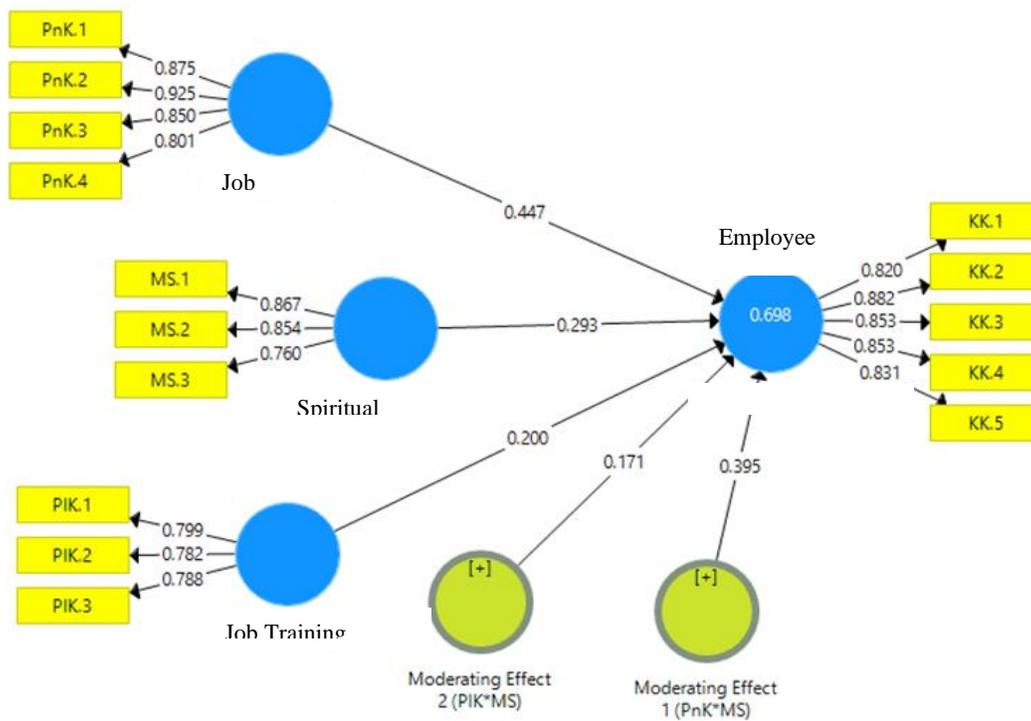


Fig. 2 Outer Loading Main Variables

Convergent Validity Test

Table 4 Outer Loading Value

| Variable | Indicator | Factor Loading |
|----------------------|-----------|----------------|
| Job Placement | PnK.1 | 0,875 |
| | PnK.2 | 0,925 |
| | PnK.3 | 0,850 |
| | PnK.4 | 0,801 |
| Job Training | PIK.1 | 0,799 |
| | PIK.2 | 0,782 |
| | PIK.3 | 0,788 |
| Spiritual Motivation | MS.1 | 0,867 |
| | MS.2 | 0,854 |
| | MS.3 | 0,760 |
| Employee Performance | KK.1 | 0,820 |
| | KK.2 | 0,882 |
| | KK.3 | 0,853 |
| | KK.4 | 0,853 |
| | KK.5 | 0,831 |

Source: Research Data (Processed, 2022)

The test results in Table 4 shows that the outer loading for the job placement variables (Education, Work Knowledge, Work Skills, and work experience) has an outer loading greater than 0.5, meaning that all indicators meet convergent validity. Job training variables (Reaction, Learning, Behaviors) have an outer loading greater than 0.5, meaning that all indicators meet convergent validity. The spiritual motivation variable (belief motivation, worship motivation, muamalah motivation) has an outer loading greater than 0.5, meaning that all indicators meet convergent validity. Employee performance variables (number of jobs, quality of work, accuracy of work, attendance, ability to work together) have an outer loading greater than 0.5, meaning that all indicators meet convergent validity. The following table 5 describes the Average Variance Extracted (AVE).

Table 5 Average Variance Extracted

| Variable | Average Variance Extracted (AVE) |
|----------------------|----------------------------------|
| Job Placement | 0,747 |
| Job Training | 0,624 |
| Spiritual Motivation | 0,686 |
| Employee Performance | 0,719 |

Source: Research Data (Processed, 2022)

Table 5 shows that the Average Variance Extracted (AVE) value is above 0.5 so it can be declared to have good convergent validity, meaning that the variance that can be contained by the latent variable construct is good.

Discriminant Validity Test

Discriminant validity test was conducted to ensure that the variables were not correlated with each other and to measure different constructs. To measure discriminant validity, calculations were performed using the cross loading value. The following are the results of the discriminant validity test in

Table 6.

Table 6 Cross Loading Value

| Indicator | Job Placement | Job Training | Spiritual Motivation | Employee Performance |
|-----------|---------------|--------------|----------------------|----------------------|
| PnK.1 | 0,875 | 0,551 | 0,280 | 0,616 |
| PnK.2 | 0,925 | 0,649 | 0,217 | 0,637 |
| PnK.3 | 0,850 | 0,548 | 0,172 | 0,496 |
| PnK.4 | 0,801 | 0,528 | 0,320 | 0,606 |
| PIK.1 | 0,514 | 0,799 | 0,352 | 0,549 |
| PIK.2 | 0,480 | 0,782 | 0,392 | 0,548 |
| PIK.3 | 0,589 | 0,788 | 0,283 | 0,406 |
| MS.1 | 0,262 | 0,400 | 0,867 | 0,488 |
| MS.2 | 0,294 | 0,385 | 0,854 | 0,439 |
| MS.3 | 0,150 | 0,299 | 0,760 | 0,362 |
| KK.1 | 0,523 | 0,504 | 0,494 | 0,820 |
| KK.2 | 0,519 | 0,577 | 0,402 | 0,882 |
| KK.3 | 0,635 | 0,593 | 0,466 | 0,853 |
| KK.4 | 0,653 | 0,552 | 0,426 | 0,853 |
| KK.5 | 0,568 | 0,507 | 0,430 | 0,831 |

Source: Research Data (Processed, 2022)

Table 6 shows that all variable indicators have a cross loading value above 0.5, meaning that each indicator is not correlated and measures a different construct.

Hypothesis Test

After analyzing the coefficient of influence between variables, the next step is to test the hypothesis by using the t-statistic value. Parameters whether there is a partial effect can be known based on the t-statistic value must be greater than 1.96 then there is an effect of exogenous variables on endogenous variables. On the other hand, if the t-statistic value is less than 1.96, then there is no effect of exogenous variables on endogenous variables. The following are the results of hypothesis testing in Table 7.

Table 7 Hypothesis Testing Results

| Effect Between Variables | Original Sample (O) | t-statistic (O/STDEV) | P-Value | Explanation |
|--|---------------------|-----------------------|---------|-------------|
| Job Placement -> Employee Performance | 0,447 | 6,135 | 0,000 | Significant |
| Job Training -> Employee Performance | 0,200 | 2,350 | 0,019 | Significant |
| Spiritual Motivation -> Job Placement and Employee Performance | 0,395 | 6,806 | 0,000 | Significant |
| Spiritual Motivation -> Job Training and Employee Performance | 0,171 | 2,031 | 0,043 | Significant |

Source: Research Data (Processed, 2022)

Table 7 shows the results of hypothesis testing which can be explained as follows:

1. Testing the 1st hypothesis

The magnitude of the influence of the Job Placement variable on employee performance is 0.447 with a t-statistic value of 6.135 and a P-Value value of 0.000 where the t-statistic value is greater than 1.96 and a P-Value value is smaller than 0.05 so it can be concluded that Job placement variables have a significant effect on employee performance. Thus, the first hypothesis which states that Job Placement has a significant effect on employee performance at an anchovy export company is accepted.

2. Testing the 2nd hypothesis

The magnitude of the influence of the job training variable on employee performance is 0.200 with a t-statistic value of 2.350 and a P-Value value of 0.019 where the t-statistic value is greater than 1.96 and a P-Value value is less than 0.05 so it can be concluded that Job training variables have a significant effect on employee performance. Thus, the second hypothesis which states that job training has a significant effect on employee performance at an anchovy export company is accepted.

3. Testing the 3rd hypothesis

The magnitude of the influence of the spiritual motivation variable in moderating the effect of Job Placement on employee performance is 0.395 with a t-statistic value of 6.806 with a P-Value value of 0.000 where the t-statistic value is greater than 1.96 and a P-Value value is less than 0.05 so that it can be concluded that the spiritual motivation variable moderates the effect of the Job Placement variable on employee performance. Thus, the third hypothesis which states that spiritual motivation moderates the effect of Job Placement on employee performance at an anchovy export company is accepted.

4. Testing the 4th hypothesis

The magnitude of the influence of the spiritual motivation variable in moderating the effect of job training on employee performance is 0.171 with a t-statistic value of 2.031 with a P-Value value of 0.043 where the t-statistic value is greater than 1.96 and a P-Value value is less than 0.05 so it can be concluded that the spiritual motivation variable moderates the effect of job training on employee performance. Thus, the fourth hypothesis which states that spiritual motivation moderates the effect of job training on employee performance at an anchovy export company is accepted.

Discussions

Job Placement Has Positive Influence on Employee Performance (H1 Accepted)

The results of the hypothesis test conducted indicate that Job Placement has an effect on employee performance at an anchovy export company in Madura, meaning that the two variables between Job Placement and employee performance have a positive influence, so it can be said that the better the work placement, the better the employee's performance. On the other hand, the poorer the job placement, the worse the employee's performance will be. That it is very important to pay attention to work placements that are adapted to the conditions of anchovy export companies because they are perceived to have a positive influence on employee performance at anchovy export companies in Madura. Job Placement is a very decisive process in getting competent employees that the company needs, because the right placement in the right position will be able to help the company in achieving the expected goals. Hasibuan (2011) states that this is in accordance with the principle of "The right man in the right place and the right man behind the right job". These results are in line with those proposed by: Montolalu et al., (2016), Atkhan et al., (2013), Binda et al., (2015), Pua et al., (2017), Aldilarningsari et al., (2014) state that employee placement has a significant effect on employee performance, which means that for each Job Placement at an anchovy export company, the higher the value is in the administration and general divisions, procurement division, production division and technician division. the placement variable, the greater the value of the work variable, and conversely the smaller the value of the placement variable, the

smaller the value of the employee performance variable. Job placement is not a final decision. This is an initial step consisting of what the director thinks the new employee can do with what the employee is "asked for" (in the form of intrinsic interest, opportunities for cooperation, promotion possibilities, pay or rewards). . Especially for employees of the procurement of goods and technicians because this is most needed in the field in terms of work activities in the company. The right person and placed in the right position will increase employee performance. This does not ignore employees in the administration and production divisions, but they also have the same value among employees in anchovy export companies in Madura. The factors above are not easy to solve, especially for a new worker who is not "known". For that reason, the first placement is usually a "trial" status. Both the new worker and the company are doing "testing".

Job Training Has a Positive Influence on Employee Performance (H2 Accepted)

The results of the hypothesis test showed that job training had an effect on employee performance at an anchovy export company in Madura, meaning that the two variables between job training and employee performance had a positive relationship, so it can be said that the better the job training, the better the employee's performance. On the other hand, the poorer the job training, the worse the employee's performance will be. That it is very important to pay attention to job training that is adapted to the conditions of anchovy export companies because they are perceived to have a positive influence on employee performance at anchovy export companies in Madura. In principle, training is an effort to equip someone with the knowledge and skills and attitude so that employees have the ability to carry out daily tasks or activities at an anchovy export company in Madura. Thus, through the knowledge and skills as well as the attitude gained through the training, an employee of an anchovy company in Madura can be more confident in dealing with the problems faced in their duties. Through the training program, it is hoped that all of their potential can be increased in accordance with the wishes of the company or at least close to what is expected by the company. Training for anchovy export companies in Madura is usually carried out during the recruitment of new employees, especially in the procurement, technician and production divisions. Further training has been carried out by an anchovy export company in Madura, namely for old employees who have less expertise or when the company changes a system and needs to learn about these new skills. According to Sedarmayanti (2011), training is a short-term educational process that uses systematic and organized procedures in which non-managerial employees learn technical knowledge and skills for limited purposes. Job training is a short-term educational process where employees get additional abilities and work skills. Employees or employees in carrying out their work in order to improve employee performance to achieve company goals. These results are in line with those stated: 1.) Levy and Suharnomo (2013), 2.) Sutya and Mudiarta (2016), 3.) Wicaksono (2016), in the research results show that training has a significant effect on employee performance, which means the greater the value of the training variable, the greater the value of the employee performance variable, and conversely the smaller the value of the training variable, the smaller the value of the employee performance variable. Therefore, the Semadura anchovy export company must or is obliged to carry out job training in order to improve the company's performance. In general, every anchovy export company in Madura often experiences a gap between the need for employee promotion expected by an anchovy export company in Madura and the employee's ability expected by the company in responding to needs, the company needs to make an effort to bridge this gap. One way that Madura anchovy export companies can do is to conduct job training programs before new employees start their work at an anchovy export company in Madura.

Spiritual Motivation Moderates Job Placement on Employee Performance (H3 Accepted)

The results of the hypothesis test conducted indicate that spiritual motivation moderates the effect on job placement on employee performance in anchovy export companies in Madura, meaning that Job Placement has a positive relationship to employee performance through spiritual motivation, hereby placement work has a positive relationship to spiritual motivation. While spiritual motivation has a

positive relationship to employee performance, with the following explanation: a. Job Placement has a positive relationship to the spiritual motivation of employees of anchovy export companies in Madura, so it can be said that the better the Job Placement model, the better the spiritual motivation of employees of anchovy export companies in Madura. On the other hand, the poorer the job placement, the worse the spiritual motivation of employees at an anchovy export company in Madura will be. That it is very important to pay attention to work placements that are adjusted to the conditions of anchovy export companies in Madura which are perceived to have an influence on spiritual motivation. The direct relationship of Job Placement to spiritual motivation has the highest value than the relationship between other variables, meaning that Job Placement can motivate spiritually to increase employee performance at an anchovy export company in Madura. The right placement of employees must be adjusted to their expertise and educational background so that they can motivate employees to work, in work placement, anchovy export companies must consider several factors which include: a. Academic Achievement Factors that have been achieved by employees during their education level must receive consideration in placing the employees concerned to carry out their duties and responsibilities as well as authorities and responsibilities b. The experience of similar employees that have been experienced before, needs to be considered in the context of employee placement. A lot of work experience gives a tendency that employees have relatively high work skills and expertise c. physical and mental health needs to be considered in the placement of employees, although it is less accurate on the level of confidence in the results of the medical tests carried out, especially physical conditions, at a glance it can be seen the physical condition of the employee concerned to be considered in which place he is given tasks and jobs that are suitable for him based on conditions owned d. Employment skills of employees and skills or expertise to do a job that must be obtained in practice. This is in line with the statement put forward by Suswati (2021). b. Spiritual motivation affects the performance of employees at anchovy export companies in Madura, so it can be said that the better the spiritual motivation of employees, the better the performance of employees at anchovy companies in Madura. On the other hand, if the spiritual motivation of employees is not good, the performance of employees at anchovy companies in Madura will be worse. This shows that it is very important to grow the spiritual motivation of the employees of anchovy export companies in Madura which are perceived to have an influence on employee performance. According to Taylor et al. (2000:127), Spiritual motivation is a very important aspect in determining a person's behavior, including work behavior. To be able to motivate a person spiritually, it is necessary to have an understanding of how the process of forming spiritual motivation in employees is needed. Basically humans work to meet their needs, both physical and non-physical. Unsatisfied needs of a person will result in an unpleasant situation. This situation encourages humans to fulfill it which will then lead to a goal, where to achieve that goal requires action. While psychological and spiritual motivations are related to human needs both psychologically and spiritually which are not directly related to biological human needs, but are more towards human needs to develop with human interactions and needs related to aspects of spirituality in humans. So that with a strong spiritual motivation it will be able to improve employee performance at anchovy export companies in Madura. These results are in line with research conducted by Kurniawan et al. (2018) and Suryani and Linda, (2017) which explain that the increase in employee performance is due to proper employee placement and strong work motivation and will affect employee performance in the company itself.

Spiritual Motivation Moderates Job Training on Employee Performance (H4 Accepted)

The results of the hypothesis test carried out indicate that spiritual motivation moderates job training significantly on employee performance at anchovy export companies in Madura, meaning that job training has a positive relationship to employee performance through spiritual motivation as shown in table 5.16, with this job training has a positive relationship to employee performance. spiritual motivation. While spiritual motivation has a positive relationship to employee performance, with the following explanation: a. Job training has a positive relationship to the spiritual motivation of employees of anchovy export companies in Madura, so it can be said that the better the job training model, the better the spiritual motivation of employees of anchovy export companies in Madura. On the other hand, the

poorer the job training, the worse the spiritual motivation of employees at an anchovy export company in Madura will be. That it is very important to pay attention to job training adapted to the conditions of anchovy export companies in Madura which are perceived to have an influence on spiritual motivation. The direct relationship of job training to spiritual motivation has a positive value from among other variables, meaning that job training is moderated by spiritual motivation to increase employee performance at an anchovy export company in Madura. Job training in principle is an effort to equip employees of anchovy export companies in Madura with knowledge and skills and attitudes so that employees have the ability to carry out daily tasks or company activities. Thus, through the knowledge and skills as well as the attitude gained through the training, an employee can be more confident in dealing with the problems encountered in their duties. Through the job training program, it is hoped that all of its potential can be increased in accordance with the company's wishes or at least close to what is expected by an anchovy export company in Madura. Job training is usually carried out when employees lack expertise or when an anchovy export company in Madura changes a system and needs to learn new skills, Sedarmayanti (2011). This of course must always be improved on job training so that employees really have the expertise and skills needed by anchovy export companies in Madura so that they can increase their performance. These results are in line with those proposed by Levy and Suharnomo (2013), Sutya and Mudiarta (2016) and Wicaksono (2016). Job training in anchovy export companies in Madura is recommended to use the best job training methods, including depending on various factors, namely instructors, participants, materials (materials), methods, training objectives, and a supportive environment. One of the theories on job training proposed by Kirkpatrick is known as The Four Levels Technique for Evaluating Training Program, namely, Reaction, this is intended to assess employee reactions in the form of feelings, thoughts and desires when the training is about to be implemented. Learning is changing attitudes, knowledge and skills learned, and measuring the learning process in training which is a transfer of knowledge. Behavior is to find out how far the changes that occurred after the job training when he returned to an anchovy export company in Madura, especially changes in the behavior of the three competency domains (knowledge, skills and attitudes). Result, namely the evaluation of this level is recognized as the most important evaluation as well as the most difficult to do, where the result is the extent to which the training resulted in good employee performance in accordance with the training objectives.

Conclusion

1. Job Placement has a significant effect on employee performance at an anchovy export company in Madura, meaning that the two variables between Job Placement and employee performance have a positive relationship. So it can be said that the better the work placement, the better the employee's performance. On the other hand, the poorer the job placement, the worse the employee's performance will be. Anchovy export companies must pay attention to several conditions in order to get qualified employees. The requirements are: 1.) Proper education, meaning the minimum educational requirements.
2. Job training has a significant effect on employee performance at anchovy export companies in Madura. So it can be said that the better the job training, the better the employee's performance. On the other hand, the poorer the job training, the worse the employee's performance will be. That it is very important to pay attention to job training that is adapted to the conditions of anchovy export companies because they are perceived to have a positive influence on employee performance at anchovy export companies in Madura. In principle, training is an effort to equip someone with the knowledge and skills and attitude so that employees have the ability to carry out daily tasks or activities at an anchovy export company in Madura. Thus, through the knowledge and skills as well as the attitude gained through the training, an employee of an anchovy company in Madura can be more confident in dealing with the problems faced in their duties.
3. Spiritual motivation moderates Job Placement on employee performance interest in anchovy export companies in Madura. Spiritual motivation has a positive relationship to employee performance so that

it can be said that the better the Job Placement model, the better the spiritual motivation of the employees of an anchovy export company in Madura. On the other hand, the poorer the job placement, the worse the spiritual motivation of employees at an anchovy export company in Madura will be. That it is very important to pay attention to work placements that are adjusted to the conditions of anchovy export companies in Madura which are perceived to have an influence on spiritual motivation. The direct relationship of Job Placement to spiritual motivation has the highest value than the relationship between other variables, meaning that Job Placement can motivate spiritually to increase employee performance at an anchovy export company in Madura.

4. Spiritual motivation moderates job training on employee performance in anchovy export companies in Madura. With this job training has a positive relationship to spiritual motivation. While spiritual motivation has a positive relationship to employee performance so that it can be said that the better the job training model, the better the spiritual motivation of employees of anchovy export companies in Madura. That it is very important to pay attention to job training adapted to the conditions of anchovy export companies in Madura which are perceived to have an influence on spiritual motivation. Job training in principle is an effort to equip employees of anchovy export companies in Madura with knowledge and skills and attitudes so that employees have the ability to carry out daily tasks or company activities.

Suggestions

Based on the results of the research as a whole and the conclusions obtained, some suggestions for this research can be developed as follows:

1. The anchovy export company in Madura is expected to pay more attention to Job Placement procedures so that the company's goal to improve company performance is easily achieved by considering employees who have work knowledge, work skills, appropriate education and work experience in their fields.
2. The anchovy export company in Madura continues to improve employee job training programs, especially reactions, behaviors and learning because changing an employee's attitude takes a long time so that training can improve the individual skills of employees at an anchovy export company in Madura
3. Spiritual motivation in anchovy export companies in Madura so that it continues to be improved, especially spiritual motivation in the element of worship motivation either through spiritual showers that can be done every week or once a month either at the company's premises or at the homes of employees of anchovy export companies in Madura regularly. take turns.
4. Future researchers are expected to be able to use other variables apart from job placement and training, this is because the influence of these two variables is 68.9% the rest is still influenced by other factors.

References

- Aldilaningsari Y., Musadieg M.A., Soe'oad A.H. (2014). Pengaruh Penempatan Kerja Terhadap Kinerja (studi pada karyawan PT. Bank Jatim Cabang Malang. *Jurnal Administrasi Bisnis (JAB)*. 9(1):1-7
- Amali H. R., Lukito H., Rahmi A. F. (2018). The Role of Work Motivation as Moderator in the Relationship between Training and Job Performance: A Study in Regional Hospital in West Sumatra Province. *Unimed International Conference on Economics Education and Social Science (UNICEES)*. 1(1):1340-1348.
- Atkhan A., Margono., Riady G. (2013). Pengaruh Penempatan Kerja Terhadap Kinerja Pegawai Pada Dinas Perkebunan Provinsi Kalimantan Timur. *Jurnal Manajemen Pascasarjana Universitas Syiah Kuala*. 4(2): 211-220.

- Bangun, W. (2012). *Manajemen Sumber Daya Manusia*. Edisi Kelima. Erlangga. Jakarta.
- Binda S. B. K., Supartha I.W.G., Saroyini P.P. (2015). Pengaruh Motivasi Kerja Dan Penempatan Karyawan Terhadap Kepuasan Kerja Dan Kinerja Karyawan (Studi pada Analis Kredit PT. BPD Bali cabang utama Denpasar), *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*. 4(12): 947-974.
- Gomes F.C. (2000). *Manajemen Sumber Daya Manusia*. Cetakan Keempat. Penerbit Andi. Yogyakarta.
- Wahyu Hari Imawan. (2017). PENGARUH PENEMPATAN KERJA YANG DIMEDIATORI OLEH MOTIVASI KERJA TERHADAP KINERJA PEGAWAI (Studi Kasus pada ASN Fungsional di BBTCLPP Surabaya). *Thesis thesis*, Universitas Airlangga.
- Hasibuan, SP, M. (2008). *Manajemen Sumber Daya Manusia*. Edisi Ketiga. Bumi Aksara. Jakarta.
- Hasibuan, SP, M. (2009). *Manajemen; Dasar, Pengertian dan Masalah*. Edisi Revisi. Cetakan Ketiga. Bumi Aksara. Jakarta.
- Kurniawan A., Rivai A., Suharto. (2018). Effect of Employee Placements and Competency on Employee Performance Through Motivation in PT. Bank Capital Indonesia Tbk Branch Of Kuningan Tower Jakarta. *Scholars Journal of Economics, Business and Management (SJEEM)*, 5(2): 126-135.
- Levy K.F. dan Suharmono. (2013). Pengaruh Pembinaan, Pelatihan dan Pengembangan, Pemberdayaan dan Partisipasi Terhadap Kinerja Karyawan PT Nyonya Meneer Semarang. *Jurnal Studi Manajemen & Organisasi*. 10(2): 142-151.
- Martiana S. dan Syarifuddin D. (2014). Pengaruh Pelatihan Dan Pengembangan Terhadap Motivasi Dampaknya Terhadap Prestasi Kerja Karyawan Di Lokawisata Baturraden. *Jurnal Pariwisata*. 1(1):28-34.
- Montolalu R. Kawet L. Nelwan O. (2016). Pengaruh Kepribadian, Orientasi Kerja Dan Penempatan Pegawai Terhadap Kinerja Pegawai Pada Dinas Kebudayaan Dan Pariwisata Provinsi Sulawesi Utara, *Jurnal EMBA* . 4(1): 1318-1329.
- Pua B. M. O., Victor P. K., Djemly L.W. (2017). Pengaruh Pengalaman Kerja dan Penempatan Kerja Terhadap Kinerja Karyawan pada PT. Air Manado. *Jurnal EMBA*. 5(2):2761-2770.
- Rivai V. (2009). *Manajemen Sumber Daya Manusia Untuk Perusahaan. Dari Teori ke Praktik*. Edisi Pertama. PT. Raja Grafindo Persada. Jakarta.
- Robbins, S. P., & Judge, T. (2007). *Organizational behavior*. Upper Saddle River. Pearson/Prentice Hall. New Jersey.
- Sedarmayanti. (2011). *Manajemen Sumber Daya Manusia, Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. Edisi Kelima. PT. Refika Aditama. Bandung.
- Shafiq S. dan Hamz S. M. (2017). The Effect of Training And Development on Employee Performance In Private Company, *Malaysia International Journal of Education, Learning and Training*. 2(2):42-56.
- Shofa Y. (2013). Pengaruh Motivasi Spiritual dan Kepemimpinan Spiritual Terhadap Kinerja Religius Dosen dan Karyawan STAIN Purwokerto. *Jurnal Pro Bisnis*. 6(1): 1-19.
- Suryani A, Linda R. (2017). Pengaruh Pelatihan Dan Penempatan Terhadap Motivasi Serta Dampaknya Terhadap Kinerja Pegawai Perusahaan Daerah Air Minum (PDAM)Tirta Batang Hari Jambi. *J-MAS*. 2(1):92-104.

- Suswati E. (2021). Work Placement Affects Employee Performance Through Work Motivation. *Journal of Applied Management (JAM)*. 19(2):394-403.
- Sutya I.W.K. dan Mudiarta I.W.U. (2016). Pengaruh Pelatihan Terhadap Kinerja Karyawan Dengan Mediasi Kepemimpinan Pada Hotel Satriya Cottages Kuta-Bali, *E-Jurnal Manajemen Unud*. 5(3):1399-1428.
- Suwatno dan Yuniarsih T. (2013). *Manajemen Sumber Daya Manusia*. Edisi Kedua. Alfabeta. Bandung.
- Taroreh A., Frederik W., Mintardj C. (2016). Perencanaan Sumber Daya Manusia, Analisis Pekerjaan Dan Penempatan Pegawai Terhadap Kinerja Pegawai Pada Biro Pengembangan Sdm Provinsi Papua. *Jurnal EMBA*. 4(1): 1263-1274.
- Taylor C., Lillis C., Le More P. (2000). *Fundamentals of nursing the art and science of nursing care B*. Third Edition. Lippincott. Philadelphia.
- Tjeng E., Refiana L.S., Wandary W. (2013). Pengaruh Program Pelatihan Dan Pengembangan Terhadap Kinerja Karyawan Pada PT. Bank Central Asia, Tbk (Studi Pada Frontliner Bakti BCA KCU Banjarmasin). *Jurnal Wawasan Manajemen*. 1(3):349-363.
- Umi S.E. (2012). Pengaruh Pelatihan terhadap Kinerja Perawat dengan Motivasi sebagai Variabel Moderasi. *Jurnal Manajemen Bisnis*. 2(02):111-122.
- Wicaksono Y. S. (2016). Pengaruh Pelatihan Dan Pengembangan Sumber Daya Manusia Dalam Rangka Meningkatkan Semangat Kerja Dan Kinerja Karyawan (Studi di SKM Unit V PT. Gudang Garam, Tbk Kediri). *Jurnal Bisnis dan Manajemen*. 3(1):31-39.
- Windi A. M. dan Bukhari E. (2018). Analisis Kinerja Pegawai PT. Tirta Investama, *Jurnal Riset Manajemen Sains Indonesia (JRMSI)*. 9(1):22-36.

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).