



**The Effect of Placements and Compensation on Employees Performance through Job Satisfaction at PT. Puri Dibia Property Depok**

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**Abstract**

*The purpose of this study was to analyze the influence of placement and compensation to performance through job satisfaction on PT. Puri Dibia Property Depok. This research uses explanatory approach analysis and descriptive analysis, which aims to determine the effect of independent and dependent variables. Population and sample in the study were all employees at PT. Puri Dibia Property Depok as many as 124 employees. The sampling technique used in this study is the probability sampling and simple random sampling.*

*The results showed that partial placement and compensation have an influence on the performance of employees at PT. Puri Dibia Property Depok. Then the results of analysis variables job satisfaction as an intervening variable indirect effect on variable placement and compensation to performance. This statement can be proved by the amount of indirect influence on the performance and compensation placement on performance through job satisfaction.*

**Keywords: Placements, Compensation, Performance and Job Satisfaction**

**Introduction**

Human resources in an organization have a very important role in achieving the goals and objectives of the organization. An important role can be seen from the high and low quality of work owned by individual workers themselves. The quality of human resources in an organization can be seen from the knowledge, skills, and abilities of each individual employee. This indicates that in

general the employees who have the quality to be able to do the tasks given to the maximum responsibility in accordance with the target so that in turn with achieving the target of a given job will greatly assist the organization in achieving its intended purpose.

In achieving its objectives would require human resources organization as the manager of the system, so that the system is running the management should pay



attention to some important aspects such as training, development, motivation and other aspects. This will make the management of human resources as one important indicator of the achievement of organizational goals effectively and efficiently. The existence of human resources (in this study is referred to as personnel) can be seen from how the organization can achieve the goals and objectives that have been set. For that to achieve the goals and objectives with the required maximum attention to aspects of the quality and quantity of human resources in an organization.

Every employee who joined in an organization is required to provide the knowledge, skills, effort and some time to work on the organization, which is expected to contribute to organizational performance. In general, every employee who is members of an organization has the motivation to achieve the goal of his life both materially as a decent and fair compensation as well as immaterial as job satisfaction. Job satisfaction will motivate employees to work optimally match the skills and knowledge for the achievement of organizational goals set earlier. If the job satisfaction has been achieved by all employees or members of an organization, then the organization's performance will be achieved optimally.

One manifestation of employee satisfaction is the craft level employees, absenteeism is low; do not complain about the task. Many factors can affect employee satisfaction in the work; one of the areas of employment provided the leadership and organization. The characteristics or nature of the work can be viewed as a form of non-financial compensation. Employees will feel comfortable and spirit when doing work in accordance with their interests, talents, or capabilities. Freedom in work or how the work the employee felt important or useful for others to make the job seem appeal or psychological benefit, the satisfaction or non-financial rewards that can be perceived by employees.

## Literature Review

### Placement

Rosidah (2009: 189) defines a placement as a policy pursued by the leadership of an agency, or the personnel to determine one employee remains or is placed in a certain position or positions based on considerations of expertise, skills or specific qualifications. Rivai (2009: 198) defines staffing is the assignment or reassignment of an employee to a new job. Siagian (2008: 169) reveals that not only the

placement of new employees but also applies to long-serving employees who have the duties and mutation.

Based on some expert opinions above, it was concluded that staffing is the provision of duty and new jobs to the employees in accordance with the defined scope and is able to account for all possibilities that will happen over the duties, authority, work, and responsibilities.

*Rivai (2009: 198) reveals the type of placement can be grouped as follows:*

1. Promotion is the displacement enlarging authority and responsibility employee to a higher position in the organization so that the obligations, rights, status and greater income.
2. The transfer occurs when an employee moved from one field more level task nearly as well the level of salaries, responsibilities and structural level.
3. Demotion is displacement employee from a position to a lower position in an organization, authority, responsibility, income, and lower status.

*The dimension which is used to measure the placement employee use dimension placement proposed by Siagian (2005: 19) is:*

1. Knowledge is a collection of facts that people have after doing business observations and thoughts and can accumulate.
2. Interest is concern, preferences, tendencies a person's heart contains elements of feelings that can determine an attitude that causes a person active in a particular activity.
3. Skills are skilling a person in completing tasks.
4. Experience is something special expertise that is already owned by someone and had been experienced by such a person.

### Compensation

Marwansyah (2010:269) defines compensation as an award indirect or direct financial or non-financial fair and reasonable to the employees in return for contributions/services to the achievement of organizational goals. Handoko (2008: 155) reveals that the definition of compensation received everything employees as remuneration for their work. Mondy and Noe in Marwansyah (2010: 269) define compensation as a whole benefit granted to employees as a reward for services or their contribution to the organization.



Siagian (2009: 253) argues that the system of remuneration or compensation that good is a system capable of ensuring the satisfaction of the members of the organization which in turn allows organizations acquire, maintain and employ a number of people with different attitudes and positive behavior productivity worked for the organization.

Based on some definition of compensation mentioned above, it can be concluded that compensation as a consideration that must be given to the employee organizations for the contributions that have been given to the organization, as well as the payment should be adjusted to the regulations applicable in that area and in accordance with the agreement of both parties ie employees and the organization as users of labor.

Sutrisno (2009:208) reveals that there are factors that affect the determination of the amount of compensation among other things, that:

1. The cost of living;
2. The level of compensation that applies to other organizations;
3. The level of ability of the organization;
4. The size of the type of work and responsibility;
5. Legislation in force;
6. Labor union.

Triton (2010:126) reveals dimension the compensation can be measured by acceptance among other properties, namely:

1. Be financial compensation. That is financial compensation is compensation received by employees in the form of money or worth the money, such as salary, benefits, premiums, medical, insurance and others as paid by the organization.
2. Appear non-financial compensation. Provided by the organization, especially with a view to retaining employees for the long term. For example, organization service programs for employees who strive to create the conditions and pleasant working environments such as travel program, the provision of canteen or cafeteria facilities, and provision of places of worship in the workplace, sports fields and others.

### **Job Satisfaction**

Robbins and Judge (2008: 99) define job satisfaction as a positive feeling about the work of someone who is the

result of the evaluation of its characteristics. A person with a high level of job satisfaction has feelings of someone who is not satisfied have negative feelings about the job. Munandar (2008:350) considers that the overall job satisfaction as a result of the degree of taste likes or dislikes employees on various aspects of his work. Another opinion expressed by Mangkunagara (2009: 117) defines that job satisfaction as "is the way the employee feels about his or her job".

Based on the above opinion, Mangkunegara (2009: 117) define more details on job satisfaction, namely as a "feeling of support or no support from employees associated with work and with her condition". Feeling associated with work and involving aspects such as salaries/wages, career development opportunities, relationships with other employees, job placement, type of work, organizational structure implemented the quality of supervision. While feeling associated with him, such as age, health condition, abilities, and education.

From the definition of job satisfaction noted above, it can be concluded that job satisfaction is the level of feeling and love of employees would work performed.

Miner (2007:48) reveals that the theory expressed Herzberg job satisfaction can be influenced by intrinsic and extrinsic factors.

Intrinsic factors were:

- Achievement
- Recognition The work itself
- Responsible
- Progress

*Extrinsic factors that affect job satisfaction were:*

- Policy and administration companies
- leaders Salary
- interpersonal relationships
- working conditions

Luthans (2006: 245) reveals there are several dimensions to measure job satisfaction, among others, as follows:

1. The job itself

Satisfaction with the satisfaction itself is a major source of satisfaction, where the work provides an interesting task, opportunities for learning, and the opportunity to accept responsibility. Each job requires a certain skill in accordance with their respective fields. Difficult or not a person's job and the feeling



that the expertise required to perform such work, will increase or decrease job satisfaction.

2. Tops.

Bosses are always given orders or instructions in the execution of work. Ways of treating subordinates superiors can be pleasant or unpleasant for the subordinates. And this affects job satisfaction consistent leadership related to job satisfaction is tolerance. The extent to which the functional relationship supervisor helping manpower to satisfy the values that are important jobs for the workforce. The overall relationship is based on personal reflecting the linkages between basic attitudes and values are similar. The level of job satisfaction is greatest with the boss if both positive relationship.

3. Co-workers

Job satisfaction is on the workers as they arise in a certain amount, are in a workroom, so they can talk to each other (social needs are met). The nature of the group or teamwork will affect job satisfaction. In general, co-worker or work team members will affect the simplest job satisfaction on individual employees.

4. Promotion

A factor related to whether there is an opportunity to gain career advancement during the work. A person can feel a high possibility to be promoted or not, as well as the promotion process is open or less open. It also can affect a person's level of job satisfaction.

5. Salary

Job satisfaction is a function of the total amount of salary received, the degree of the extent to which wages meet the expectations of the workforce, and how salaries are given. Besides meeting the needs of low-level (clothing, food, and shelter), money can be a symbol of achievement of success and recognition or rewards. The amount of money earned can significantly represent the freedom to do what they want.

6. Working Conditions

Working in a narrow space, heat, light strobes blinding, working conditions will cause wear to work. People will be looking for a reason to frequently out of his room. In this case, the company needs to provide working space is bright, airy, with a comfortable working equipment to be used, in good condition it needs to satisfy unmet physical labour.

## Performance

Wijono (2010: 61) defines performance as employee efforts to achieve the goal through labor productivity that is displayed in quantity and quality. According Hasibuan (2008: 94) defines performance as a result of work achieved in executing the tasks assigned to them based on skills, experience, and sincerity as well as time. Siagian (2008: 223) defines the performance of that judgment serves as feedback on various issues such as, fatigue, deficiencies, and potentials which in turn is used to define the goals, plans, and career development paths.

Mondy (2008: 210) defines performance as a system for reviewing and evaluating the results of the employee. From some of the performance presented by the experts above, it can be concluded that the performance is the result of both the quantity and quality of the goods and services that can be achieved in executing the work within a certain time.

Byars and Rue (in Sutrisno, 2009: 165) suggests there are two factors that affect performance, the individual factors and environmental factors. Individual factors in question were:

1. The business, which shows a number of physical and mental synergy used in carrying out the task movement,
2. Abilities, namely personal properties required to perform a task,
3. Role or Task Perception. That all behaviors and activities deemed necessary by an individual to complete a job.

While environmental factors that affect performance are the physical conditions, equipment, time, material, educational, supervisory, organizational design, training, and luck. These environmental factors not directly determine the performance of a person but affect the individual factors. It can be seen that the behavior of a person in the organization is the result of the interaction of the individual and situational variables.

Sirait (2007: 137) argues that there are several dimensions to measure the performance of employees, among others, as follows:

1. Work quality



Quality work can be measured by the mastery of science and technology owned by the employees in it involves granting employees the opportunity to follow the training, courses, and training that supports improved performance. Quality work can also be measured through an understanding of the scope of the employee will work, understanding the scope of the employee will work, understanding of responsibility and authority carried, accuracy, thoroughness, skill, and success.

2. the quantity of labor

The quantity of work can be measured by the level of output results or outputs and speed in completing the work of employees.

3. consistency employees

Consistency can be measured among the employees of the development of capabilities and self-actualization is doing for example always follow the development of

science and technology, always eager to add insight and desire to move forward.

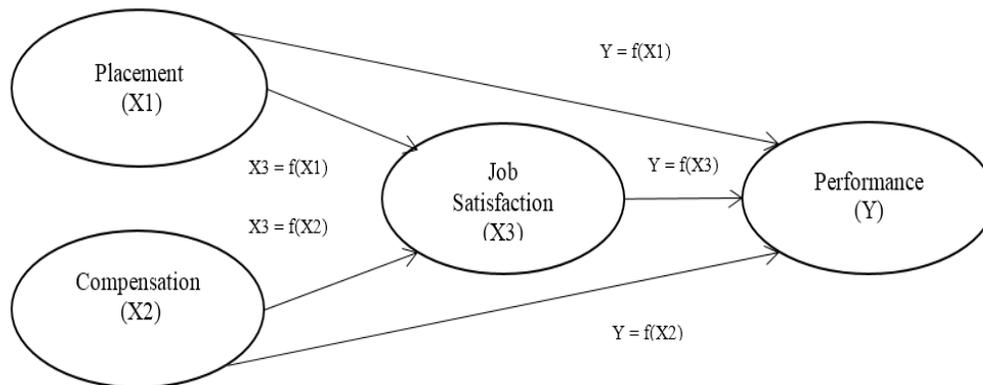
**Research Methods**

Quantitative research methods using a cross-sectional method using Likert Scale and regression analysis. The study was conducted at PT. Puri Dibya Property Depok.

**Research Design**

The study was conducted by way of explanatory research that unstructured and informal with the aim to obtain information on the general nature of the research problem. Explanatory research explaining the relationship or the influence of the variables studied is called "hypothesis testing".

The research model that will be developed can be described as follows:



**Figure 1. Framework**

**Population and Sample**

Population by Umar (2008: 137) is defined as a collection of an element which has certain characteristics in common and has an equal opportunity to be elected as members of the sample. The population in this study was all employees at PT. Puri Dibya Property Depok as many as 124 employees. While Suharsimi (2009: 131) defined as a partial or a representative sample of the population studied. In order to obtain a representative sample of the population, then each subject in the population attempted to have the same opportunities to be a sample. Technical sampling used in this study is the probability sampling and simple random sampling. According Sugiyono (2009: 66) is the probability sampling is a sampling technique to

provide equal opportunities to each member of the population to be elected as members of the sample. While that is a simple random sampling is a sampling technique of using a random member of the population without regard to strata (levels) of members of the population. Total sampling as many as 124 employees at PT. Puri Dibya Property Depok.

**Data Collection Technique**

Data collection methods used in this study was a questionnaire. Questionnaires can be an open-ended question which includes the identity of the respondent and closed questions with alternative answers that respondent lived to choose one of the alternative answers. Respondents were asked to fill out the questionnaire answers by giving a



check mark (√) On a scale of measurement are listed below according to the most correct perceived ratings by respondents on statements in the questionnaire. The scale of measurement used in the questionnaire that scored between 1-5, getting to 1 then the answer to increasingly disagree onward to 5 means strongly agree answer.

**Test Instruments /Test Questionnaire**

Before performing data analysis and interpretation, a questionnaire needs to be tested beforehand validity and reliability. It is intended to note the extent to which the precision and accuracy of a tool in performing the function of the measuring instrument or measuring the corresponding results of validity and reliability levels that meet the required limits. The distinction between these research results is valid and reliable. The results of the study valid if there are similarities between the data collected by the data actually happened on the object under study. Moderate reliable research results when there is equality of data in a different time.

**a. Validity test**

Validity is intended to test the accuracy of an instrument to measure the concept to be measured or perform measuring function. A measuring instrument is considered valid if the instrument measure what should be measured (Sugiyono, 1999). Testing the validity of each item used item analysis that instrument in this study conducted internal consistency of approach is to

correlate the score of each item with the total score is the sum of each score items.

**b. test Reliability**

Reliability tests the consistency of an instrument to measure the concept to be measured or perform measuring function. The reliable instrument is the instrument when used several times to measure the same object will generate the same data (Sugiyono, 1999). In this study the reliability test performed by calculating Cronbach's Alpha of each instrument in a variable. Instruments used in the variable is said to be reliable if it has a Cronbach's alpha of more than 0.6 (Nunnaly, 1978).

**Results and Discussion**

**a. Validity Test**

The test used to test the validity of each study variable, where the overall variable research contains 40 statements that are answered by 124 respondents. The criteria used in determining whether or not valid statement used in this study are as follows: = 95 percent confidence level (or probability of  $\alpha = 5\%$ ), degrees of freedom (df) =  $n - 2 = 124 - 2 = 122$ , obtained r table = 0.195. If r is bigger than r table and the value of r is positive, then the statement is said to be a valid item (Ghozali, 2005: 17). Based on the analysis that has been done, then the validity of the test results can be shown in the table below.

**Table 1. Variable Placement Validity Test Instruments**

Variables	Statement	R arithmetic	R table	Information
Placement (X1)	Question 1	0.947	0.195	Valid
	Question 2	0.945	0.195	Valid
	Question 3	0.917	0.195	Valid
	Question 4	0.948	0.195	Valid
	Question 5	0.942	0.195	Valid
	Question 6	0.859	0.195	Valid
	Question 7	0.962	0.195	Valid
	Question 8	0.966	0.195	Valid
	Question 9	0.784	0.195	Valid
	Question 10	0.937	0.195	Valid

Sources: Primary data, processed in 2017

**Table 2. Variable Compensation Validity Test Instruments**

Variables	Statement	R arithmetic	R table	Information
Compensation (X2)	Question 1	0,836	0.195	Valid
	Question 2	0.958	0.195	Valid
	Question 3	0.874	0.195	Valid



	Question 4	0.953	0.195	Valid
	Question 5	0.957	0.195	Valid
	Question 6	0.843	0.195	Valid
	Question 7	0.943	0.195	Valid
	Question 8	0.963	0.195	Valid
	Question 9	0.953	0.195	Valid
	Question 10	0.923	0.195	Valid
Sources: Primary data, processed in 2017				

**Table 3. Validity Test Instruments Variable Job Satisfaction**

Variables	Statement	R arithmetic	R table	Information
Job Satisfaction (X3)	Question 1	0.956	0.195	Valid
	Question 2	0,939	0.195	Valid
	Question 3	0.934	0.195	Valid
	Question 4	0.919	0.195	Valid
	Question 5	0,960	0.195	Valid
	Question 6	0.918	0.195	Valid
	Question 7	0.961	0.195	Valid
	Question 8	0,879	0.195	Valid
	Question 9	0.876	0.195	Valid
	Question 10	0.878	0.195	Valid
Sources: Primary data, processed in 2017				

**Table 4. Results Validity Test Instrument Performance Variables**

Variables	Statement	R arithmetic	R table	Information
Performance (Y)	Question 1	0.892	0.195	Valid
	Question 2	0.923	0.195	Valid
	Question 3	0.822	0.195	Valid
	Question 4	0.931	0.195	Valid
	Question 5	0,893	0.195	Valid
	Question 6	0,960	0.195	Valid
	Question 7	0.955	0.195	Valid
	Question 8	0.920	0.195	Valid
	Question 9	0.948	0.195	Valid
	Question 10	0.920	0.195	Valid
Sources: Primary data, processed in 2017				

Based on table 1, 2, 3, 4 above, it can be seen that out of 40 grains question variables used variable placement, compensation, job satisfaction, and the performance of the result is valid.

**b. Test Reliability**

Reliability testing to determine the extent to which the measurement result is reliable and consistent. In the following table, the test results were known that all variables have alpha above 0.6, which means that all variables in this study can be relied upon.

**Table 5. Reliability Test Results Variable Instrument Research**

variables	Cronbach Alpha ( $\alpha$ )	Information
Placement (X1)	0.983	Reliable
Compensation (X2)	0.984	Reliable
Job Satisfaction (X3)	0.984	Reliable
Performance (Y)	0.982	Reliable

Sources: Primary data, processed in 2017



Based on table 5, Cronbach alpha reliability of the above it can be seen that all statements contained establish a reliable measure is of variable placement, compensation, job satisfaction and performance form a reliable measure of each dimension.

**Hypothesis Testing**

**1. Effect of placement on performance**

Rated R square on placement variable partial effect on performance that is equal to 0.402. This value means that the variation of the variable changes in performance

**Table 6. Effect of Partial Placement against Performance Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.459a	.402	.401	.558

a. Predictors: (Constant), placement

Variables simultaneously influence the placement of the performance can be seen from the equation is  $Y = 0,320x1$

**Table 7. Analysis of Effect of Partial Placement against Performance Coefficients**

Model	Coefficients Unstandardized		standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	1,682	.444		13 555	.000
placement	.301	.077	.320	16 065	.000

a. Dependent Variable: Performance

In Table 7, it can be seen that in partial placement positive effect on performance. Values coefficients standardized regression coefficient variable placement of a placement. If continued attention to the factors that influence the success of staffing performance will follow the increase of 0.320.

From the analysis described in the analysis of the partial effect on the performance of the variable placement can be concluded that the hypothesis that "there is a placement influence on the performance of employees at PT. Puri Dibya Depok Property "hypothesis is proven and accepted.

**2. The effect of compensation on performance**

can be explained by variations in the placement of variable changes in the amount of 40.2%, while the remainder is equal to 59,8% influenced by other variables outside the specified employee placement.

Results obtained t arithmetic amounted to 16.065 compared with t table (alpha = 0.05 DF = 2; 122), then the value of t table of 1.282. From the result of t arithmetic and t table obtained when compared it can be concluded that the value of t is greater than t table. The value of the partial effect of the placement of the performance can be seen in Table 6.

Rated R square on a partial effect on the performance of the variable compensation that is equal to 0.401. This value means that the variation of the variable changes in performance can be explained by variations in the change of variable compensation in the amount of 40.1%, while the remainder is equal to 59.9% is influenced by other variables outside compensation.

Results obtained t arithmetic amounted to 21.352 compared with t table (alpha = 0.05 DF = 2; 122), then the value of t table of 1.282. From the result of t arithmetic and t table obtained when compared it can be concluded that the value of t is greater than t table. The value of the



partial effect of compensation to performance can be seen in Table 8.

**Table 8. Effect of Partial Compensation to Performance Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.312a	.401	.301	.539

a. Predictors: (Constant), Compensation

Simultaneous effect on the performance of the variable compensation can be seen from the equation compiled is  $Y = 0,322x_2$

**Table 9. Effect of Partial Compensation Analysis on Performance Coefficients**

Model	Coefficients Unstandardized		standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	1,865	.413		11 979	.000
Compensation	.213	.097	.322	21 352	.000

a. Dependent Variable: Performance

In Table 9, it can be seen that in partial compensation of employees has a positive effect on performance. Values coefficients standardized regression coefficient variable compensation is compensation. If continued attention to the factors that influence the success of the administration of justice and proper compensation as the performance is increased by 0.322.

From the analysis described in the analysis of the partial effect on the performance of the variable compensation can be concluded that the hypothesis that "there is a compensating effect on the performance of employees at PT. Puri Dibya Depok Property "hypothesis is proven and accepted.

Rated R square on placement variable partial effect on job satisfaction that is equal to 0.501. This value means that the variation of the variable changes in job satisfaction can be explained by variations in the placement of variable change of 50.1% while the remaining 49.9% is influenced by other variables outside staffing.

Results obtained t arithmetic amounted to 9.130 when compared with t table (alpha = 0.05 DF = 2; 122), then the value of t table of 1.282. From the result of t arithmetic and t table obtained when compared it can be concluded that the value of t is greater than t table. The value of the partial effect of placement on job satisfaction can be seen in Table 10.

### 3. Effect of placement on job satisfaction

**Table 10. Placement Partial Influence on Job Satisfaction Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.410a	.501	.500	.175

a. Predictors: (Constant), placement



Placement variables simultaneously influence on job satisfaction can be seen from the equation arranged that  $X_3 = 0,710x_1$

**Table 11. Effect of Partial Placement Analysis on Job Satisfaction**  
Coefficients

Model	Coefficients Unstandardized		standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	1,357	.928		16 516	.000
placement	.735	.065	.710	9,130	.000

a. Dependent Variable: Job satisfaction

In Table 11, it can be seen that in partial placement positive effect on job satisfaction. Values coefficients standardized regression coefficient variable placement of a placement. If the objectivity of staffing enforced then job satisfaction will follow the increase of 0.710.

From the analysis described in the analysis of the partial effect on job satisfaction, variable placement can be concluded that the hypothesis that "there is a placement influence on job satisfaction on PT. Puri Dinya Depok Property" hypothesis is proven and accepted.

R square value in the partial effect on job satisfaction variable compensation that is equal to 0.870. This value means that the variation of the variable changes in job satisfaction can be explained by variations in the change of variable compensation amounting to 87% while the remaining 13% is influenced by other variables outside compensation.

Results obtained t arithmetic amounted to 7.008 when compared with t table (alpha = 0.05 DF = 2; 122), then the value of t table of 1.282. From the result of t arithmetic and t table obtained when compared it can be concluded that the value of t is greater than t table. The value of the partial effect of compensation on job satisfaction can be seen in Table 12.

**Table 12. Partial Compensation Effect on Job Satisfaction**  
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.707a	.870	.820	.186

a. Predictors: (Constant), Compensation

Compensation variables simultaneously influence on job satisfaction can be seen from the equation arranged that  $X_3 = 0,745x_2$

**Table 13. Effect of Partial Compensation Analysis on Job Satisfaction**  
Coefficients

Model	Coefficients unstandardized		standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	1,026	.800		11 850	.000
Compensation	.707	.083	.745	7,008	.000

a. Dependent Variable: Job satisfaction



In Table 14, it can be seen that in partial compensation positive effect on job satisfaction. Values coefficients standardized regression coefficient variable compensation is compensation. If the observed factors that influence the success of the compensation that job satisfaction increased by 0,745.

From the analysis described in the analysis of variable compensation partial effect on job satisfaction can be concluded that the hypothesis that "there is a compensating effect on employee job satisfaction on PT. Puri Dibya Depok Property "hypothesis is proven and accepted.

Rated R square on job satisfaction variable partial effect on the performance that is equal to 0.640. This value means that the variation of the variable changes in performance can be explained by variations in job satisfaction variables change by 64% while the remaining 36% is influenced by other variables outside job satisfaction.

Results obtained t count amounted to 6,221 compared with t table (alpha = 0.05 DF = 2; 122), then the value of t table of 1.282. From the result of t arithmetic and t table obtained when compared it can be concluded that the value of t is greater than t table. The value of the partial effect of job satisfaction on performance can be seen in Table 15.

**5. The influence of job satisfaction on performance**

**Partial Table 14. Effect of Job Satisfaction on Performance Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.620a	.640	.678	.557

a. Predictors: (Constant), job satisfaction

Simultaneous influence job satisfaction variables on the performance can be seen from the equation compiled is  $Y = 0,630x3$

**Table 15. Effect of Partial Satisfaction Analysis Work to Performance Coefficients**

Model	Coefficients unstandardized		standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	1,961	.778		10 038	.000
Job satisfaction	.602	.106	.630	6,221	.000

a. Dependent Variable: Performance

In Table 15, it can be seen that partial job satisfaction has a positive influence on performance. Coefficients standardized value job satisfaction is job satisfaction variable regression coefficients. If continued attention is paid to job satisfaction performance will follow the increase of 0.630.

From the analysis described in the analysis of the partial effect of job satisfaction on performance, variables can be concluded that the hypothesis that "there is the

influence of job satisfaction on the performance of employees at PT. Puri Dibya Depok Property "hypothesis is proven and accepted.

**6. The direct effect of the placement and compensation to performance**



From processing Data that has been done, it can be described equations that can be prepared on the variables discussed as follows.

equation 1  $y = f(x_1) = b_1x_1$   
 $y = 0,320x_1$

equation 2  $y = f(x_2) = b_2x_2$   
 $y = 0,322x_2$

equations 3  $x_3 = f(x_1) = b_3x_1$   
 $x_3 = 0,710x_1$

equation 4  $x_3 = f(x_2) = b_4x_2$   
 $x_3 = 0,745x_2$

equation 5  $y = f(x_3) = b_5x_3$   
 $y = 0,630x_3$

The direct effect which can be obtained, namely

$$y = 0,320x_1$$

$$y = 0,322x_2$$

The indirect effect which can be obtained, namely

$$(0.710)(0.630) = 0.447$$

$$(0.745)(0.630) = 0.469$$

Of direct and indirect effect described above, it can be concluded that the result of the direct effect that is equal to 0.320 and the indirect influence that is equal to 0,447, so that it can be concluded that job satisfaction is an intervening variable. Where job satisfaction variables may affect the relationship between the variable placement and compensation with performance variables into a relationship that is not directly measurable. The value of the indirect effect placement and compensation to performance through job satisfaction is greater than the value of the direct effect that gives the sense that the establishment of the level of performance is dominated by the compensation and placement so as to provide a direct impact on job satisfaction, which in turn also helped form the level of employee performance in PT. Puri Dibya Property Depok.

**7. The indirect effect placement and compensation to performance through job satisfaction**

**Conclusions and Recommendations**

**Conclusion**

From the results of the analysis can be concluded that partial each independent variable placement and compensation have an influence on the performance of employees at PT. Puri Dibya Property Depok. Then the results of the analysis of job satisfaction variables as intervening variables can be proved perfectly that job satisfaction variables provide an indirect effect on the placement of variables on the performance and variable compensation to performance. This statement can be proved by the amount of indirect influence on the performance and compensation placement on performance through job satisfaction is identified as an intervening variable.

**Recommendations**

1. From the analysis and discussion identified that the variable compensation has a great influence on the formation of performance. Where the provision of fair and adequate compensation can be stimulated as well as consistent quality and quantity in carrying out the work provided by the company. Furthermore, if the organization paying attention to both of the factors that influence in the granting of compensation in the form of

financial and nonfinancial it will provide a positive contribution to the advancement of the company in the form of achievement of goals and objectives that have been set.

2. Results of analysis and discussion outlined that the implementation of the placement of employees in PT. Puri Dibya Depok Property has been good. To further maximize employee performance Improvement Company emphasizes working knowledge of the variables that are tailored to a specific job, interests of employees, the criteria required job skills and work experience that is owned by the employees. If companies pay attention to the placement of the components, the company not only improves the performance of its employees, but the company is also able to establish job satisfaction for each individual employee.
3. Results of analysis and discussion undertaken in the variable employee satisfaction at PT. Puri Dibya Depok Property, in general, is good but still needs to be maximized and enhanced. Implementation of an increase in employee satisfaction can be done by analyzing the workload of individual workers in order to avoid overload of work, supervision models are applied, establishing a reliable working team that good cooperation among employees can be created at. Puri Dibya Property Depok.



4. For further research that want to raise the variable performance, should be able to relate other variables that are assumed to affect performance improvement beyond the variable compensation, placement, and job satisfaction as corporate culture, leadership, commitment to the company and to pay more attention to the use of measurements on each variable used especially on

indicators that have less precise answer or less agree. So expect to pay attention to the variables and measurement of each variable is expected to further enrich the research in the field of human resource management in particular in this case is related to the performance variable.

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