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# The Effect of Training and Placement Through Motivation on Employee Performance at Bank Jambi Muara Bulian Branch Office

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**Abstract:** Improving the quality of human resources through appropriate training and placement of employees according to competencies can boost work motivation and ultimately improve employee performance. This research was conducted at Bank Jambi's Muara Bulian Branch Office. The aim was to analyze the effect of training and placement on employee performance, with work motivation as a mediating variable. The population in this study was all 84 employees of Bank Jambi's Muara Bulian Branch Office. Given the relatively small population, the sampling technique used was a census, with the entire population as respondents. The research method used was quantitative with a descriptive and verification approach. Data collection was conducted using a Likert-scale questionnaire, while data analysis used path analysis to test the direct and indirect effects between variables. The results showed that training and placement had a positive and significant effect on work motivation. Furthermore, work motivation had a positive and significant effect on employee performance. Training and placement also had a positive and significant effect on employee performance, both directly and indirectly through work motivation. Thus, work motivation was proven to act as a mediating variable in the relationship between training and placement on employee performance. These findings indicate that improving the quality of training and accurate employee placement requires management's attention in efforts to sustainably improve employee performance.

**Keywords**: Training, Placement, Work Motivation, Employee Performance

## INTRODUCTION

Human resources are a crucial factor in any organization. The importance of human resources in an organization demands that every organization recruit qualified and productive employees to support the organization's goals (Zahari et al., 2022). In the context of banking organizations, the role of human resources becomes increasingly strategic because the banking sector is a service industry that relies heavily on the quality of employee performance in providing customer service. High employee performance reflects not only an individual's ability to complete tasks but also the organization's effectiveness in managing and developing its human resources.

Employee performance is understood as the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. According to Mangkunegara (2018), employee performance is influenced by various factors, both internal and external, such as ability, motivation, training, and appropriate job placement. Therefore, organizations are required to design human resource management policies that can encourage sustained performance improvement.

One important effort to improve employee performance is through training. Training is a learning process aimed at improving employee knowledge, skills, and attitudes so they can perform their jobs effectively and efficiently. Dessler (2017) states that training is an organizational investment oriented towards improving employee competency to face increasingly complex work demands. Relevant and continuous training will help employees better understand their tasks, reduce errors, and increase their confidence in carrying out their work.

In addition to training, employee placement is also a crucial aspect of human resource management. Appropriate job placement means placing employees in positions that align with their educational background, skills, experience, and interests. Hasibuan (2019) emphasizes that the principle of "the right man in the right place" will create work efficiency, increase work morale, and encourage employees to perform at their best. Inappropriate placement can lead to job dissatisfaction, low motivation, and decreased employee performance.

Training and placement not only directly impact employee performance but also influence work motivation. Work motivation is the internal drive that drives a person to be willing and strive to achieve organizational goals. According to Robbins and Judge (2017), work motivation is related to an individual's intensity, direction, and persistence in achieving goals. Employees who receive adequate training and are placed according to their competencies tend to feel valued by the organization, thus increasing their work motivation.

Work motivation plays a crucial role as a mediating variable in the relationship between training and placement and employee performance. Herzberg's two-factor theory explains that development factors, such as learning opportunities and self-development through training, and recognition through appropriate placement, are motivating factors that can improve employee satisfaction and performance. Therefore, effectively managed training and placement will increase work motivation, ultimately having a positive impact on employee performance.

Previous research has demonstrated a relationship between training, placement, work motivation, and employee performance. Research conducted by Sari and Yuliana (2021) concluded that work motivation acts as a mediating variable in the relationship between training and employee performance. These results indicate that improving employee performance is inextricably linked to the roles of training, placement, and work motivation. However, there are still differences in research results and contexts, particularly in the regional banking sector. Therefore, this study is crucial to empirically examine the effect of training and placement on employee performance through work motivation at Bank Jambi, Muara Bulian Branch.

This research is expected to provide theoretical contributions to the development of human resource management studies, particularly regarding the role of motivation as a mediating variable. Furthermore, this research is expected to provide practical considerations for Bank Jambi management in formulating training and employee placement policies to optimally improve employee motivation and performance.

## METHOD

This research was conducted at the Muara Bulian Branch Office of the Jambi Regional Development Bank. The data used in this study were secondary and primary. According to Sugiyono in Sudirman et al. (2020), primary data is data collected directly by the researcher from primary sources, while secondary data is documentation, published data, or data used by the organization. The variables used in this study were internal communication (X1) and

physical work facilities (X2) as independent (exogenous) variables, motivation (Y) as a mediating variable, and employee performance (Z) as a dependent (endogenous) variable.

The population in this study was all 84 employees of Bank Jambi's Muara Bulian Branch Office. Given the relatively small and accessible population, the sampling technique used was a census, with all 84 respondents being sampled. According to Sugiyono (2019), the census technique is used when the population is less than 100 people, thus ensuring more accurate and representative research results.

Data collection was conducted using a questionnaire. The questionnaire was constructed using a Likert scale. According to Sekaran and Bougie (2016), the Likert scale is effective for measuring respondents' attitudes, perceptions, and opinions regarding a research phenomenon.

This research employed quantitative methods with descriptive and verification approaches. The descriptive approach was used to describe training conditions, placement, work motivation, and employee performance, while the verification approach was used to test the influence between the variables studied. Data analysis in this study used Partial Least Squares (PLS) with the assistance of SmartPLS software. PLS was chosen because it is capable of analyzing structural models with relatively small sample sizes and does not require normal data distribution. According to Hair et al. (2017), PLS-SEM is highly suitable for predictive and exploratory research with complex models and limited sample sizes.

## RESULTS AND DISCUSSION

### Description of Research Variables

The descriptive analysis in this study aims to provide a general overview of respondents' perceptions of training, placement, motivation, and employee performance at Bank Jambi's Main Branch Office. Data were obtained from 84 respondents completing a questionnaire using a five-point Likert scale. This analysis was conducted by examining the average value and trends in respondents' responses to each research variable. The scores for each respondent's responses are shown in the following table:

**Table 1. Respondent Scores per Variable**

| No | Variables | Item | Total Score | Scale Range | Category |
|---|---|---|---|---|---|
| 1 | Training (X1) | 8 | 2512 | 2.284,8 – 2.822,3 | Good |
| 2 | Placement (X2) | 9 | 2826 | 2.570,4 – 3.175,1 | Suitable |
| 3 | Motivation (Y) | 8 | 2486 | 2.284,8 – 2.822,3 | High |
| 4 | Employee performance (Z) | 8 | 3129 | 2.284,8 – 2.822,3 | High |

Source: Primary data, processed, 2025

The results of this study indicate that each employee has a positive perception of the research variables. The total score for each variable: training was 2512, categorized as Good, placement was 2826, categorized as Appropriate, and motivation was 2486, categorized as High. The employee performance variable was 3129, categorized as High.

### Measurement Model Evaluation Results (Outer Model)

The outer model evaluation aims to test the validity and reliability of the indicators, including:

**1) Convergent Validity Testing**

**a. Loading Factor**

Convergent validity is demonstrated through the magnitude of the loading factor, which represents the relationship between the latent construct and its measurement indicators. Convergent validity is assessed based on the magnitude of the loading factor, which describes the strength of the relationship between the indicator and the latent construct. As a requirement for eligibility, an indicator is deemed to meet the criteria if it achieves a minimum loading factor value of 0.70 for the construct being measured. The results of this analysis are presented below.

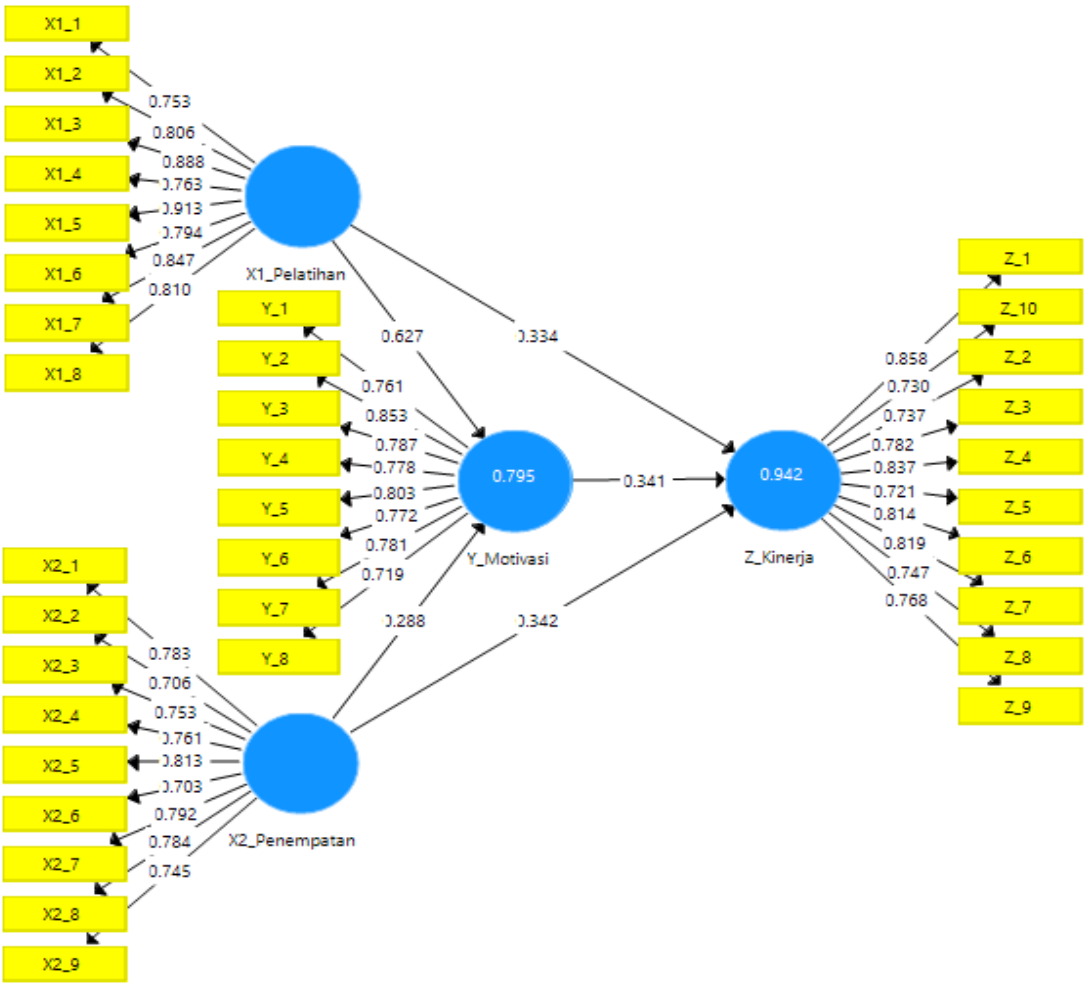


**Figure 1. Outer Loading**

Based on the SmartPLS 3.0 output, all research indicators showed outer loading values for each variable exceeding the minimum threshold of 0.70, thus meeting the convergent validity requirement. Overall, no indicators were eliminated because all met the convergent validity criteria, thus the measurement model was deemed suitable for proceeding to the structural analysis stage (inner model).

**b. Average Variance Extracted (AVE)**

Average Variance Extracted (AVE) is used to assess the extent to which a latent construct explains the variance of its constituent indicators compared to the variance caused by measurement error. According to Hair et al. (2017), AVE provides an indication of whether the latent construct explains more of the indicator variance than the error variance. In other words, AVE ensures that the indicators used have good measurement quality.

Ghozali and Latan (2015) stated that a construct is said to have good convergent validity if the AVE value is ≥ 0.50. An AVE value ≥ 0.50 indicates that more than 50% of the indicator's variance can be explained by the latent construct, while the remainder is explained by measurement error. The following table presents the AVE values:

**Table 2. Average Variance Extracted Values**

| Variables | AVE | Description |
|---|---|---|
| X1_Training | 0.678 | Valid |
| X2_Placement | 0.579 | Valid |
| Y_Motivation | 0.612 | Valid |
| Z_Performance | 0.613 | Valid |

Source: SmartPLS 3 Output (2025)

Based on Table 2, which presents the Average Variance Extracted (AVE) values for each research variable, all research variables have AVE values above the recommended minimum threshold of 0.50. A high AVE value indicates that more than 50% of the variance in the indicators of each construct is successfully explained by that construct. Therefore, it can be said that the four variables in this study have good convergent validity and are able to adequately represent their indicators, thus strengthening the accuracy and reliability of the structural model being tested.

**2) Discriminant Validity**

Discriminant validity serves to verify that each latent construct analyzed has unique measurement characteristics and does not exhibit excessive similarity (overlap) with other constructs. This test was conducted using the cross-loading analysis method. An indicator is deemed to meet the requirements for discriminant validity if its loading value for the construct it is supposed to measure is higher than its loading value for other constructs. The results of applying this procedure in this study are presented below.

**Table 3. Cross-Loading**

| Item | X1_Pelatihan | X2_Penempatan | Y_Motivasi | Z_Kinerja |
|---|---|---|---|---|
| **X1_1** | **0.753** | 0.684 | 0.704 | 0.756 |
| **X1_2** | **0.806** | 0.707 | 0.759 | 0.811 |
| **X1_3** | **0.888** | 0.762 | 0.738 | 0.784 |
| **X1_4** | **0.763** | 0.700 | 0.719 | 0.718 |
| **X1_5** | **0.913** | 0.741 | 0.780 | 0.822 |
| **X1_6** | **0.794** | 0.669 | 0.746 | 0.775 |
| **X1_7** | **0.847** | 0.793 | 0.650 | 0.723 |
| **X1_8** | **0.810** | 0.748 | 0.688 | 0.753 |
| **X2_1** | 0.718 | **0.783** | 0.665 | 0.744 |
| **X2_2** | 0.799 | **0.706** | 0.743 | 0.788 |
| **X2_3** | 0.580 | **0.753** | 0.570 | 0.658 |
| **X2_4** | 0.579 | **0.761** | 0.671 | 0.727 |
| **X2_5** | 0.604 | **0.813** | 0.597 | 0.701 |
| **X2_6** | 0.562 | **0.703** | 0.539 | 0.582 |
| **X2_7** | 0.710 | **0.792** | 0.641 | 0.717 |
| **X2_8** | 0.748 | **0.784** | 0.699 | 0.715 |
| **X2_9** | 0.683 | **0.745** | 0.578 | 0.635 |
| **Y_1** | 0.619 | 0.625 | **0.761** | 0.638 |
| **Y_2** | 0.771 | 0.782 | **0.853** | 0.839 |
| **Y_3** | 0.743 | 0.621 | **0.787** | 0.764 |
| **Y_4** | 0.640 | 0.602 | **0.778** | 0.653 |
| **Y_5** | 0.758 | 0.750 | **0.803** | 0.789 |
| **Y_6** | 0.684 | 0.699 | **0.772** | 0.712 |
| **Y_7** | 0.700 | 0.591 | **0.781** | 0.707 |
| **Y_8** | 0.565 | 0.559 | **0.719** | 0.636 |

| | | | | |
|---|---|---|---|---|
| **Z_1** | 0.777 | 0.800 | 0.813 | **0.858** |
| **Z_10** | 0.663 | 0.640 | 0.756 | **0.730** |
| **Z_2** | 0.671 | 0.764 | 0.593 | **0.737** |
| **Z_3** | 0.660 | 0.728 | 0.707 | **0.782** |
| **Z_4** | 0.772 | 0.710 | 0.779 | **0.837** |
| **Z_5** | 0.737 | 0.706 | 0.675 | **0.721** |
| **Z_6** | 0.735 | 0.708 | 0.754 | **0.814** |
| **Z_7** | 0.716 | 0.738 | 0.728 | **0.819** |
| **Z_8** | 0.773 | 0.648 | 0.701 | **0.747** |
| **Z_9** | 0.803 | 0.769 | 0.697 | **0.768** |

Source: SmartPLS 3 Output (2025)

Table 3 shows that all indicators in the research variables have cross-loading values greater than 0.7. Based on these results, it can be concluded that the indicators used in this study have good discriminant validity in compiling their variables. All indicators have cross-loading values greater than the cross-loading values of the other variables. Therefore, the requirements for discriminant validity are met, and the model can proceed to the next stage of analysis.

### 3) Construct Reliability

Reliability reflects the instrument's ability to provide stable and consistent measurement results. Therefore, an instrument that meets these parameters can be considered reliable for the research data collection process. The construct reliability results in this study are presented through the Composite Reliability and Cronbach's Alpha values for each variable. Hair et al. (2017) stated that a construct is considered reliable if the composite reliability and Cronbach's Alpha values exceed 0.70.

The composite reliability and Cronbach's Alpha values for each variable can be seen in the following table:

**Table 4. Composite Reliability and Cronbach's Alpha**

| Variables | Cronbach's Alpha | Composite Reliability | Desription |
|---|---|---|---|
| X1_Training | 0.931 | 0.944 | Reliabel |
| X2_Placement | 0.909 | 0.925 | Reliabel |
| Y_Motivation | 0.909 | 0.927 | Reliabel |
| Z_Performance | 0.929 | 0.940 | Reliabel |

Source: SmartPLS 3 Output (2025)

Based on Table 4, the results of the composite reliability and Cronbach's alpha tests indicate that all variables are reliable, as they have composite reliability values greater than 0.70. This means that all variables in the study are reliable and trustworthy, and the research data can be used to produce the best research. Therefore, the constructs in this model are reliable and can be trusted for further testing.

## Structural Model Test (Inner Model)

The inner model evaluation was conducted to determine the strength of the relationships between latent variables and the model's ability to explain endogenous variables.

### 1) R Square

The coefficient of determination ($R^2$) is used to measure the model's ability to explain the variance in the dependent variables. The coefficient of determination is a measure of the combined ability of exogenous latent variables to predict endogenous variable constructs. That is, the coefficient represents the amount of variance in the endogenous construct explained by

all related exogenous constructs. This criterion is modified according to the number of exogenous variable constructs. Table 5 shows the results of the R-square estimation using SmartPLS 3.0:

**Table 5. R-Square Value**

| Variables | R Square | Adjusted R Square |
|---|---|---|
| Y_Motivation | 0.795 | 0.790 |
| Z_Performance | 0.942 | 0.940 |

Source: Smart PLS 3.0 Output (2025)

Table 5 shows the results for the R-square value of 79.5 percent for motivation and 94.2 percent for employee performance. This indicates a strong relationship between training and placement and motivation. Furthermore, the relationship between training and placement and performance is also strong.

**b. F-Square Value ($f^2$ Effect Size)**

The F-square test was conducted to assess the significance of an exogenous construct's contribution to the change in the R-square value if the construct is removed from the model. The effect size interpretation criteria based on Hair et al. (2017) are as follows: 1) A value of 0.02 indicates a small effect; 2) A value of 0.15 indicates a moderate effect; 3) A value of 0.35 represents a large effect; and 4) A value below 0.02 indicates that the variable does not have a significant effect. The results of the F-square calculation for this research model are presented in the following table:

**Table 6. F-Square Value**

| Variables | Y_Motivation | Z_Performance |
|---|---|---|
| X1_Training | **0.428** | **0.300** |
| X2_Placement | 0.091 | **0.411** |
| Y_Motivation | | **0.410** |

Source: SmartPLS 3 Output (2025)

The $f^2$ effect size test results indicate that the Training variable has an influence on Motivation, with an $f^2$ value of 0.428, which is considered large. Placement has a relatively small influence on Motivation ($f^2$ = 0.091). Meanwhile, Training has a large influence on employee performance ($f^2$ = 0.300), and Placement has a large influence on employee performance ($f^2$ = 0.411), and Motivation has a large influence on employee performance ($f^2$ = 0.410). These findings confirm that Training, Placement, and Motivation substantially contribute to explaining the variance of the endogenous variables, with varying degrees of influence ranging from relatively small to large.

**Structural Model**

In SEM PLS analysis, the structural model value in this study can be seen from the direct effects value, also known as the path coefficient. Next, path coefficients between constructs are measured to determine the significance and strength of the relationship and to test the hypothesis.

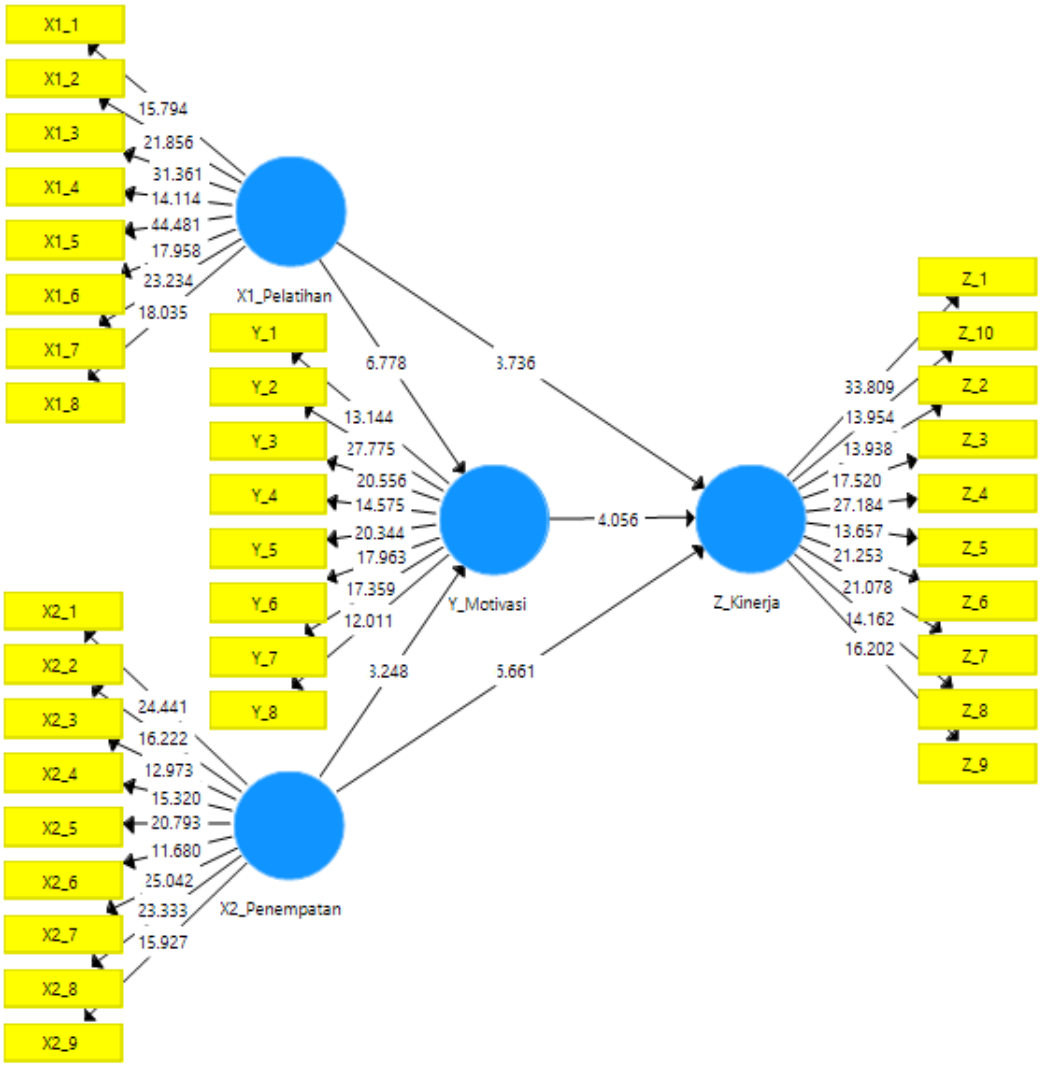


**Figure 2. Bootstrapping**

## Hypothesis Testing

Hypothesis testing of the effect of exogenous variables on endogenous variables is conducted by comparing the p-values of the path coefficients with a significance level of α = 0.05. The test is considered highly significant if the p-value is less than or equal to 0.05 (p-value ≤ 0.05) or using the t-table value of 1.96. The criteria for rejecting and accepting the hypothesis are: if the t-statistic > the calculated t-statistic, the hypothesis is rejected, and if the t-statistic < the calculated t-statistic, the hypothesis is accepted.

This analysis aims to comprehensively examine and describe the magnitude of the direct and indirect (mediation) effects between the variables studied. The basis for testing the hypothesis is the value found in the output results for inner weight, as follows:

**Table 7. Output Results For Inner Weight**

| Hypothesis | | Original Sample (O) | T Statistics (\|O/STDEV\|) | P Values | Decision |
|---|---|---|---|---|---|
| 1 | Pelatihan berpengaruh signifkan Terhadap Motivasi Kerja | 0,627 | 6.778 | **0.000** | Hipotesis Diterima |
| 2 | Penempatan berpengaruh signifkan Terhadap Motivasi Kerja | 0,288 | 3.248 | **0.001** | Hipotesis Diterima |
| 3 | Pelatihan berpengaruh signifkan Terhadap Kinerja | 0,334 | 3.736 | **0.000** | Hipotesis Diterima |
| 4 | Penempatan berpengaruh signifkan Terhadap Kinerja | 0,342 | 6.661 | **0.000** | Hipotesis Diterima |

| | | | | | |
|---|---|---|---|---|---|
| 5 | Motivasi berpengaruh signifkan Terhadap Kinerja | 0,341 | 4.056 | **0.000** | Hipotesis Diterima |
| 6 | Penempatan Melalui Motivasi berpengaruh signifkan Terhadap Kinerja | 0,214 | 3.417 | **0.001** | Hipotesis Diterima |
| 7 | Pelatihan Melalui Motivasi berpengaruh signifkan Terhadap Kinerja | 0,098 | 2.414 | **0.016** | Hipotesis Diterima |

Source: SmartPLS 3 Output (2025)

Based on the table above, the results of the hypothesis testing can be interpreted as follows:

1. The effect of training on work motivation has a t-statistic of 6.778 > 1.96, and a p-value of 0.000 < 0.05, therefore, hypothesis H1 is accepted. These results indicate that training has a positive and statistically significant effect on work motivation. This means that increasing training will increase work motivation.
2. The effect of placement on work motivation has a t-statistic of 3.248 > 1.96 and a p-value of 0.001 < 0.05, therefore, hypothesis H1 is accepted. These results indicate that placement has a positive and statistically significant effect on work motivation. This means that placement that meets needs can increase work motivation.
3. The effect of training on performance has a t-statistic of 3.736 > 1.96, and a p-value of 0.000 < 0.05, so hypothesis H1 is accepted. These results indicate that training has a positive and statistically significant effect on performance. This means that increasing training will improve employee performance.
4. The effect of placement on performance has a t-statistic of 6.661 > 1.96, and a p-value of 0.000 < 0.05, so hypothesis H1 is accepted. These results indicate that placement has a positive and statistically significant effect on performance. This means that placement that meets needs can improve employee performance.
5. The effect of motivation on performance has a t-statistic of 4.056 > 1.96, and a p-value of 0.000 < 0.05, so hypothesis H1 is accepted. These results indicate that motivation has a positive and statistically significant effect on performance. This means that increasing motivation will improve employee performance. 6. The effect of training through motivation on employee performance has a t-statistic of 3.417 > 1.96, and a p-value of 0.001 < 0.05, thus accepting hypothesis H1. This value meets the significance criteria, thus confirming that motivation significantly mediates the effect of training on employee performance. This means that if placement aligns with needs and is supported by increased motivation, it can improve employee performance.
6. The effect of placement through motivation on employee performance has a t-statistic of 2.414 > 1.96, and a p-value of 0.016 < 0.05, thus accepting hypothesis H1. These results indicate that placement through motivation has a positive and statistically significant effect on employee performance. This means that if placement aligns with needs and is supported by increased motivation, it can improve employee performance.

## Discussion

### Descriptive Research Variables

Based on the results of the descriptive analysis, it shows that training, placement, work motivation, and employee performance at Bank Jambi Muara Bulian Branch Office are generally in the good category. Training was implemented in a well-planned and relevant manner to employee job needs, thus improving knowledge and skills. Employee placement was categorized as appropriate, indicating that employee placement took into account the fit between competency, experience, and position, creating a comfortable and clear work role. Employee motivation was categorized as high, indicating a strong work ethic, responsibility, and a desire to achieve optimal work results. This positive impact on employee performance was evident in their ability to complete tasks effectively, on time, and in accordance with organizational standards.

**The Effect of Training on Work Motivation**

The results of the study indicate that training has a positive and significant effect on employee work motivation. This finding indicates that the better the training provided by Bank Jambi, the higher the employee's work motivation. Planned and ongoing training can improve employee knowledge, skills, and confidence in carrying out their duties.

Theoretically, this finding aligns with Hasibuan (2019), who stated that training is a process of improving employees' technical, conceptual, and moral abilities so they can perform optimally. Effective training fosters a sense of appreciation from the organization, thus stimulating intrinsic employee motivation. Furthermore, Mangkunegara (2020) emphasized that training can boost work morale because employees feel they possess competencies that align with job demands. Therefore, the training conducted at Bank Jambi's Muara Bulian Branch has served as a strategic tool in increasing employee work motivation.

**The Effect of Job Placement on Work Motivation**

This study found that job placement has a positive and significant effect on employee work motivation. This means that placing employees according to their educational background, skills, and work experience can increase employee motivation. Employees who are placed according to their competencies will feel comfortable, confident, and driven to deliver their best performance.

This finding aligns with the "right man in the right place" theory cited by Siagian (2018), which states that appropriate job placement will increase employee satisfaction and motivation. A mismatch between employee abilities and job demands can reduce work enthusiasm and negatively impact performance. Therefore, the job placement policy implemented by Bank Jambi's Muara Bulian Branch has been able to encourage increased employee work motivation.

**The Effect of Work Motivation on Employee Performance**

The results of the study indicate that work motivation has a positive and significant effect on employee performance. This finding indicates that employees with high work motivation tend to demonstrate better performance, both in terms of quality, quantity, and timeliness of work completion.

Theoretically, these findings support the motivation theory proposed by McClelland and Maslow, which states that motivation is the primary driver of an individual's work behavior. Robbins and Judge (2020) state that high motivation will increase employee intensity, direction, and persistence in achieving organizational goals, thus directly impacting performance improvement.

The results of this study are also consistent with previous research conducted by Agustina et al. (2024), which found that work motivation significantly influences employee performance. Therefore, work motivation is a key factor in improving employee performance at Bank Jambi's Muara Bulian Branch.

**The Role of Motivation as a Mediating Variable in the Effect of Training on Employee Performance**

The results of this study indicate that work motivation acts as a mediating variable in the effect of training on employee performance. This finding indicates that training not only directly influences employee performance but also indirectly through increased work motivation. In other words, training provided by the organization can increase employee motivation, which in turn encourages employees to work more optimally and produce better performance.

Theoretically, Dessler (2017) explains that training is a means of human resource development aimed at improving employee competency, knowledge, and work skills. This increased competency can foster employee confidence and belief in completing tasks, which ultimately increases work motivation. McClelland's motivational theory states that individuals who feel capable and competent tend to have a higher need for achievement, thus being driven

to demonstrate optimal performance. Furthermore, according to Herzberg (Two-Factor Theory), training is a motivating factor because it provides opportunities for self-development and achievement. When employees receive training relevant to their jobs, they feel valued by the organization and have opportunities for growth, thus increasing intrinsic motivation. This motivation then drives employees to apply the training effectively in carrying out their duties, which impacts performance improvement.

The results of this study align with research by Pratama and Nugroho (2020), who also found that work motivation mediates the effect of training on performance, where effective training can increase employee morale and commitment to the organization. Similar findings were presented by Sari and Yuliana (2021) who stated that work motivation plays an important role in bridging the relationship between training and employee performance.

Thus, it can be concluded that work motivation plays a strategic role as a mediating variable in the relationship between training and employee performance. Well-designed training tailored to employee needs not only improves technical skills but also strengthens work motivation, thus encouraging employees to demonstrate higher performance. Therefore, organizations need to ensure that implemented training programs provide tangible benefits to employees to sustainably improve motivation and performance.

**The Role of Motivation as a Mediating Variable in the Effect of Placement on Employee Performance**

The results of this study indicate that work motivation plays a mediating variable in the effect of placement on employee performance. This finding indicates that appropriate job placement not only directly impacts employee performance but also increases employee work motivation, which in turn drives performance improvement. In other words, a match between an employee's abilities, skills, and interests and the job position they occupy will foster a stronger work drive, enabling employees to produce optimal performance.

Theoretically, Mathis and Jackson (2016) state that job placement is the process of placing employees in positions that align with their competencies, experience, and potential. Appropriate placement creates a sense of comfort and role clarity for employees, thus increasing their motivation to carry out their work. According to Robbins and Judge (2020), employees who feel their jobs align with their abilities and personalities tend to have higher work motivation and demonstrate greater commitment to the organization. This high level of motivation encourages employees to strive to achieve established performance standards and complete tasks effectively and efficiently.

The results of this study align with research by Handayani and Rahmawati (2022), which also showed that job placement positively influences work motivation, which in turn improves employee performance. Furthermore, research by Sari and Yuliana (2021) concluded that work motivation mediates the relationship between job placement and employee performance, where appropriate placement increases motivation, which then significantly impacts performance.

Thus, work motivation plays a crucial role as a mediating variable in the relationship between placement and employee performance. Appropriate job placement increases employee motivation, and this motivation serves as a key driving factor that directs employees to optimize their abilities and potential to achieve maximum performance. Therefore, organizations need to consider the principle of job placement suitability to sustainably improve employee motivation and performance.

## CONCLUSION

Based on the results of the descriptive analysis, it can be concluded that training, placement, work motivation, and employee performance at Bank Jambi Muara Bulian Branch Office are generally in the good category. Training implementation has been carried out in a planned manner and is relevant to employee job needs, thereby improving knowledge and job skills. Employee placement also considers the suitability between competency, experience, and position held, thus creating comfort and clarity of roles at work. Employee work motivation is

quite high, reflected in work enthusiasm, responsibility, and the desire to achieve optimal work results. These conditions have a positive impact on employee performance, as evidenced by employees' ability to complete tasks effectively, on time, and in accordance with established standards by the organization.

The results of the hypothesis testing indicate that training and job placement have a positive and significant effect on employee performance. Furthermore, training and job placement also have a positive and significant effect on employee work motivation. Work motivation has been proven to have a positive and significant effect on employee performance. Furthermore, the research results show that work motivation acts as a mediating variable in the influence of training on employee performance, as well as mediating the influence of job placement on employee performance. This indicates that improving employee performance is not only determined by direct training and job placement, but also through increasing work motivation as a primary driving factor in optimizing employee performance.

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