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## THE EFFECT OF JOB PLACEMENT, COMPETENCY, CAREER DEVELOPMENT, AND MOTIVATION ON EMPLOYEE JOB SATISFACTION AT BADAN PUSAT STATISTIK KABUPATEN BOGOR

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### Abstract:

This study aims to determine and analyze the effect of job placement, competence, career development and motivation on employee job satisfaction at Badan Pusat Statistik Kabupaten Bogor. This type of research uses descriptive quantitative methods and inferensial analysis using primary data in the form of a closed questionnaire to 100 respondents, and model feasibility test, the regression equation is  $Y = 1.426 + 0.315 X_1 + 0.257 X_2 + 0.162 X_3 + 0.208 X_4$ . The results showed that job placement, competence, career development and motivation had a positive and significant effect on employee job satisfaction. A very significant variable is job placement (X<sub>1</sub>) with a significant level of 0.000. In an effort to increase employee job satisfaction, the Badan Pusat Statistik Kabupaten Bogor needs to pay attention and know what is the problem because it can be used as a basis for correcting weakness and maintaining effectiveness through good job placement, competence, career development and motivation.

**Keywords:** Job Placement, Competence, Career Development, Motivation, Job Satisfaction

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### INTRODUCTION

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The most needed and most important resource in an organization is human resources, because in an organization these human resources will play a role in the running of an organization. Government and private agencies require human resources who have the ability, skills and knowledge to be able to carry out the tasks they have been given. Thus, human resources must be mobilized and managed actively in order to realize effectiveness and continuity of work within the company or agency.

The Bogor Regency Central Statistics Agency is one of the representative institutions of the Central Statistics Agency in the region which has the main task of providing basic statistical data in accordance with the provisions of applicable laws and regulations. The Central Statistics Agency is mandated to provide statistical data and information on a national and regional scale, as well as to carry out coordination, integration, synchronization and standardization in the implementation of statistics

Career development is a personnel activity that helps employees to develop their future careers in the company so that the company and the employees concerned can develop themselves optimally (Handoko, 2010).

Competency is the level of skills, knowledge and level of behavior possessed by an individual carrying out the tasks assigned to him in the organization (Wibowo, 2014). Competency describes

basic knowledge as a standard of employee performance to successfully complete a job or hold a certain position.

Work placement that suits the employee's abilities certainly makes it easier for employees to complete their duties. (Sunyoto, 2012) states that work placement is the process of filling a position or reassigning an employee to a new position or a different position.

**Table 1. Data on Job Satisfaction of Employees at the Bogor Regency Central Statistics Agency 2019-2021**

No	Indicator Employee Job Satisfaction	realization			
		Target	2019	2020	2021
1.	Leadership	100%	90%	95%	8%
2.	Training	100%	82%	83%	18%
3.	Work colleague	100%	86%	87%	14%
4.	Communication	100%	88%	89%	12%
5.	Promotion	100%	83%	84%	17%
6.	Supporting Facilities	100%	80%	81%	20%
<b>Average</b>		<b>100%</b>	<b>85%</b>	<b>83%</b>	<b>15%</b>

Source: Primary data processed 2021

Based on Table 1 above, it can be seen that the average job satisfaction data for employees of the Bogor Regency Central Statistics Agency in 2019 was 85% and in 2020 it was 83%, in 2021 it was 15%, so it cannot be said to be optimal because there are no indicators that reach the satisfaction target, which is equal to 100% . If this is allowed to continue, it will have an impact on the continuity of the institution. If job satisfaction is not achieved, it is feared that employees will avoid contact with their social environment, such as resigning, missing work, deliberately making mistakes at work, and not obeying superiors or existing regulations. Based on the description of the background of the problem above, the research objectives proposed in this study are:

- 1) To find out and analyze the effect of work placement on employee job satisfaction at the Bogor Regency Central Statistics Agency
- 2) To determine and analyze the influence of competency on employee job satisfaction at the Bogor Regency Central Statistics Agency
- 3) To find out and analyze the influence of career development on employee job satisfaction at the Bogor Regency Central Statistics Agency
- 4) To find out and analyze the influence of motivation on employee job satisfaction at the Bogor Regency Central Statistics Agency

## RESEARCH METHODS

The object of research in this writing is employee job satisfaction which is influenced by job placement, competency, career development and motivation. This research uses secondary data in the form of profiles and job satisfaction data of employees at the Bogor Regency Central Statistics Agency, as well as primary data obtained through questionnaires given to employees at the Bogor Regency Central Statistics Agency. This type of research is causal associative research with a quantitative approach, which aims to analyze and determine the influence between two or more variables.

The population in this study were employees with ASN work status and employees with non-ASN work status who worked at the Bogor Regency Central Statistics Agency, totaling 100 people. Samples were taken using a saturated sampling technique, where the entire population was sampled. The number of samples used was 99 employees of the Bogor Regency Central Statistics Agency, using the Taro Yamane formula for a sample size from a known population.

Data collection methods used in this research include surveys and documentation. Data collection tools include check list sheets, questionnaires, interview guides, and photo cameras. The

measurement scale used to measure research variables is the Likert scale, which is used to measure attitudes, income and perceptions of a person or group of people about social phenomena.

The data analysis methods used include descriptive analysis and inferential analysis. Apart from that, instrument tests were carried out such as validity tests and reliability tests, as well as classic assumption tests such as normality tests, multicollinearity tests, autocorrelation tests and heteroscedasticity tests. In addition, model feasibility tests were carried out such as simultaneous tests (F test) and coefficient of determination (R<sup>2</sup>), as well as hypothesis tests (T test) to test the significance of the influence of the independent variable on the dependent variable.

## RESULTS AND DISCUSSION

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### Instrument Test Analysis

#### *Validity test*

The validity test is used to test the questionnaire distributed to respondents and is carried out by comparing the calculated *r* value with the *r* table using degree of freedom (df) = *n*-2 with alpha 0.05. If *r* is a table then the statement or indicator is said to be valid.

To determine whether the statements or indicators in the questionnaire are valid, the author uses calculations with the help of the SPSS version 26 program. Each variable consists of 8 (eight) statement items or indicators, and there is a sample of 99 respondents.

Based on the calculation results, all the items in the questionnaire statements submitted have a greater Corrected Item Correlation value. When compared with the *r* table for the 78th *N* sample, it is 0.1852. This means that all the statement items in the questionnaire for the job placement variable (X1), competency (X2), career development (X3), motivation (X4) and job satisfaction variable (Y) are said to be valid.

#### *Reliability Test*

Reliability testing is used to test the consistency of data within a certain period of time, namely knowing whether the measurements used are trustworthy or reliable. Reliability testing is used to determine the consistency of measuring instruments that use scales, questionnaires. This variable can be said to be reliable if Cronbach's Alpha has a value greater than 0.6. A reliable variable means that the variable is good enough to be able to reveal accurate and trustworthy data.

Based on the calculation results, it was found that the values of all statement items or indicators in the questionnaire used to measure all variables in this research were said to be good. Because all variables have a Cronbach's alpha greater than 0.6, namely job placement (X1) of 0.785, competency (X2) of 0.764, career development (X3) of 0.752, motivation (X4) of 0.776 and job satisfaction (Y) of 0.739, meaning that all The variable value can be said to be reliable or has met the reliability requirements

### Classical Assumption Test Analysis

#### *Normality test*

The normality test is used to determine whether in the regression model the independent variables and dependent variables are normally distributed or not. The normality test can be carried out using the One Simple Kolmogorov – Smirnov Test, namely if it is significant > 0.05 then the data is normally distributed. Meanwhile, if it is significant < 0.05 then the data is not normally distributed. The normality test results can be seen in the following table:

**Table 2. Normality Test Results**

One-Sample Kolmogorov-Smirnov Test
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Unstandardized Residuals		
N		80
Normal Parameters, b	Mean	.0000000
	Std. Deviation	2.7687310
Most Extreme Differences	Absolute	.090
	Positive	.063
	Negative	-.090
Statistical Tests		.090
Asymp. Sig. (2-tailed)		.168
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Data processed using SPSS Version 26.0

Based on table 2 above, it can be seen that the Asymp Sig. (2-tailed) is 0.168, which means that the regression model for the dependent variable and independent variables in this study is normally distributed because the significance is  $0.168 > 0.05$ .

### Multicollinearity Test

The multicollinearity test is useful for finding out whether a correlation is found in the regression model between the independent variables. This can be measured from the Tolerance Value and the Variance Inflation Factor (VIF) Value. If the Variance Inflation (VIF) value is  $< 10$  or if the Tolerance Value is  $> 0.1$  then multicollinearity does not occur. A good regression model means there is no perfect or near perfect correlation between variables (multicollinearity). The multicollinearity can be seen in the following table:

**Table 3. Multicollinearity Test Results**

Coefficients a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Job Placement(X1)	.696	1,437
	Competency(X2)	.645	1,550
	Career Development(X3)	.900	1,111
	Motivation(X4)	.746	1,340
a. Dependent Variable: JOB SATISFACTION (Y)			

Source: Data processed using SPSS Version 26.0

Based on table 3 above, it can be seen that the independent variable, namely Job Placement (X1) has a Variance Inflation Factor (VIF) value of  $1.437 < 10$  and a tolerance value of  $0.696 > 0.1$ , Competency (X2) has a Variance Inflation Factor (VIF) value of  $1.550 < 10$  and a value of tolerance  $0.645 > 0.1$ , Career Development (X3) has a Variance Inflation Factor (VIF) value of  $1.111 < 10$  and a tolerance value of  $0.900 > 0.1$ , Motivation (X4) has a Variance Inflation Factor (VIF) value of  $1.340 < 10$  and a tolerance value of  $0.746 > 0.1$  so It can be concluded that the regression model does not have multicollinearity.

### Autocorrelation Test

The autocorrelation test aims to test whether in the linear regression model there is a strong positive or negative relationship between the data and the research variables. In autocorrelation testing, the author uses statistics from Durbin Watson (DW). A good regression equation is a regression equation that does not have autocorrelation problems or  $dU < dW < 4-dU$  so  $H_0$  is accepted, meaning that there is no autocorrelation. If autocorrelation occurs then the equation becomes unfit to be used as a predictive tool. The results of the autocorrelation test can be seen in table 4.

**Table 4. Autocorrelation Test Results**

Model Summary b	
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Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.784a	.614	.593	2,842	2,003
a. Predictors: (Constant), MOTIVATION(X4), CAREER DEVELOPMENT(X3), JOB PLACEMENT(X1), COMPETENCIES(X2)					
b. Dependent Variable: JOB SATISFACTION (Y)					

Source: Data processed using SPSS Version 26

Based on table 4, it is explained that the Durbin Watson (DW) value is 2.003, where the K value or number of independent variables is 4 and the N value or sample is 99 respondents. So we get a dL value of 1.5337 and a dU value of 1.7430. Based on calculations and comparison with the Durbin Watson table, the value is between dU and 4-dU, namely  $dU < dW < 4-dU = 1.7430 < 2.003 < 4-1.7430 (2.257)$ . So it can be ascertained that the multiple linear regression model does not have autocorrelation symptoms.

**Heteroscedasticity Test**

The heteroscedasticity test using the Glejser Test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. A good regression model means that heteroscedasticity does not occur, provided that if a significance value (sig) > 0.05 is obtained, the conclusion is that there are no symptoms of heteroscedasticity in the regression model. To determine whether there is heteroscedasticity, use the Glejser Test, namely by regressing the independent variable on the Absolute Residual or Abs RES value. The results of the heteroscedasticity test can be seen in table 5 below:

**Table 5. Heteroscedasticity Test Results**

Model B	Error	Beta	Coefficients <sup>a</sup>			
			Unstandardized Coefficients	Standardized Coefficients	Coefficients Std. Sig.	
1 (Constant)				-1.424E-15	2,866	1,000
JOB PLACEMENT(X1)				.000	.000	1,000
COMPETENCY(X2)			.000	.075	.000	1,000
DEVELOPMENTKARIR(X)			.000	.073	.000	1,000
MOTIVATION(X4)			.000	.067	.000	1,000
MOTIVATION(X4)			.000	.074	.000	1,000

a. Dependent Variable: abs\_RES

Source: Data processed using SPSS Version 26.0

Based on table 5 above, namely testing heteroscedasticity using the Glejser Test, it can be explained that the regression model in this study can be stated that there is no heteroscedasticity because all independent variables have a significance value of  $1.00 > 0.05$

**Analysis Method**

**Multiple Linear Regression Analysis**

Multiple linear regression analysis is used to determine the effect of the independent variable on the dependent variable. In this case, the model is to find out how much influence job placement (X1), competency (X2), career development (X3) and motivation (X4) have on job satisfaction (Y). The results of the multiple linear regression analysis can be seen in table 6.

**Table 6. Multiple Linear Regression Results**

Coefficients <sup>a</sup>
Standardize
Unstandardized d

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Model	Coefficients		Coefficients			
	B	Error	Std. Beta	t	Sig.	
1	(Constant)	1,426	2,866	,498	,620	
	Job Placement(X1)			,315	,075	,361 4,196 ,000
	Competency(X2)			,257	,073	,314 3,510 ,001
	Developmentka Rir(X3)			,162	,067	,181 2,395 ,019
	Motivation(X4)			,208	,074	,235 2,829 ,006

a. Dependent Variable: JOB SATISFACTION (Y)

Source: Data processed using SPSS Version 26.0

Based on table 6 above, it can be seen that the multiple linear regression coefficients have a regression equation

$$Y = 1.426 + 0.315 X1 + 0.257 X2 + 0.162 X3 + 0.208 X4$$

Information:

Y = Job Satisfaction X1 = Job Placement X2 = Competence

X3 = Career Development X4 = Motivation

From the equation above, it can be explained that the results of multiple linear regression have the following conclusions:

- 1.) The constant value is 1.426, meaning that if the independent variables, namely job placement, competence, career development and motivation, are assumed to be fixed or constant, then the dependent variable, namely satisfaction, has a value of 1.426.
- 2.) The regression coefficient value for job placement (X1) in the regression equation shows a value of 0.315 and a significant value of 0.000, so it can be interpreted that if job placement increases by 1%, then job satisfaction will increase by 31.5% assuming the other independent variables have fixed values. The work placement of each employee will increase job satisfaction.
- 3.) The regression coefficient value for competence (X2) in the regression equation shows a value of 0.257 and a significant value of 0.001, so it can be interpreted that if competence increases by 1%, then job satisfaction will increase by 25.7% assuming the other independent variables have fixed values. Increasing your competencies will increase job satisfaction.
- 4.) The regression coefficient value for career development (X3) in the regression equation shows a value of 0.162 and a significant value of 0.019, so it can be interpreted that if career development increases by 1%, then job satisfaction will increase by 16.2% assuming the other independent variables have constant values. Increase in development Having a career will increase job satisfaction.
- 5.) The regression coefficient value for motivation (X4) in the regression equation shows a value of 0.06, so it can be interpreted that if motivation increases by 1%, then job satisfaction will increase by 20.8% assuming the other independent variables have fixed values. An increase in motivation will increase job satisfaction.

### Model Feasibility Test Analysis

#### Simultaneous Test (F Test)

The F test is used to test the significance of the regression coefficients together, namely whether the independent variable has an influence on the dependent variable. The F test is used to test all independent variables. Testing was carried out using a significance level of 0.05 (α=0.5%).

In this case, the ANOVA table is used to test the significant influence of competence, career development and motivation together on job satisfaction. The F test can be seen in table 7 below:

**Table 7. F Test Results**

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	962,884	4	240,721	29,812	,000b
	Residual	605,604	75	8,075		
	Total	1568,487	79			
a. Dependent Variable: JOB SATISFACTION (Y)						
b. Predictors: (Constant), Motivation (X4), Career Development (X3), Job Placement (X1), Competency (X2)						

Source: Data processed using SPSS Version 26.0

Based on the ANOVA table in table 7, it can be seen that the calculated F value is 29,812 with a significance level of 0.000. The f table value is obtained from the df degree of freedom (residual) value, namely 2.49 at a confidence level of 5% ( $\alpha = 0.05$ ). Because the calculated f value is greater than the f table ( $29,812 > 2.49$ ) with a significance level of  $0.000 < 0.05$ . Thus, it can be concluded that the independent variables, namely job placement, competence, career development and motivation, together have a significant effect on the dependent variable, namely job satisfaction.

**Coefficient of Determination Test ( $R^2$ )**

The coefficient of determination ( $R^2$ ) is a measure to determine the suitability or accuracy of the analytical model created. The higher the Adjust R square value, the better the independent variable is in explaining the dependent variable. The coefficient of determination value is between 0% and 100%. A coefficient of determination value that is close to 100% indicates that the independent variable provides the information needed to predict the variance of the dependent variable. The results of the coefficient of determination test ( $R^2$ ) can be seen in table 8.

**Table 8. Coefficient of Determination Test Results ( $R^2$ )**

Model Summary b					
Model	R	R Square	Adjusted R Square		
1				.784a	,614 ,593
a. Predictors: (Constant), Motivation(X4), Career Development(X3), Job Placement(X1), Competencies(X2)					
b. Dependent Variable: Job Satisfaction (Y)					

Source: Data processed using SPSS Version 26.0

Based on table 8 above, it can be seen that the correlation coefficient (R) is 0.784 or 78%. From this figure it can be concluded that the relationship between the independent variable and the dependent variable is strong. Meanwhile, the Adjust R Square is 0.593 or 59.3%, meaning that the results of this statistical calculation are that the job satisfaction variable is influenced by the variables of job placement, competency, career development and motivation. Meanwhile, the remaining 40.7% is influenced by other variables outside the regression model studied by the author.

**Hypothesis Test (t Test)**

Hypothesis testing (t test) is used to determine whether there is an influence on the job placement, competency, career development and motivation variables on the job satisfaction variable. The t table value is known through the formula  $df = nk - 1$ , namely ( $df = 99 - 4 - 1 = 94$ ) using a significance level of 0.05 ( $\alpha = 5\%$ ) to obtain a t table of 1.992. This influence can be estimated with the significant value and t count obtained. That is, the calculated t is at significance  $< 0.05$ , so  $H_0$  is rejected, which means the proposed hypothesis can be accepted. The results of the hypothesis test (t test) can be seen in table 9 below:

**Table 9. Hypothesis Test Results (t Test)**

		Coefficients <sup>a</sup>								
		Unstandardized		Standardized Coefficients						
		Coefficients		Coefficients						
		Model B	Std. Error	Beta	t	Sig.				
1	(Constant)	1,426	2,866	,498	,620	,315	,075	,361	4,196	,000
	Job Placement(X1)		,257		,073		,314	3,510		,001
	Competency(X2)		,162		,067		,181	2,395		,019
	Career Development(X3)									
	Motivation(X4)		,208		,074		,235	2,829		,006

a. Dependent Variable: JOB SATISFACTION (Y)

Source: Data processed using SPSS Version 26.0

Based on the t test results in table 9, it can be concluded as follows:

- 1) Testing the hypothesis of the job placement variable (X1) on job satisfaction obtained a calculated t value of 4,196 > t table of 1,992 with a significance level of 0.000 < 0.05 and this means that the job placement variable has a positive and significant effect on the employee job satisfaction variable at the Bogor Regency Central Statistics Agency.
- 2) Hypothesis testing of the competency variable (X2) on job satisfaction obtained a calculated t value of 3,510 > t table of 1,992 with a significance level of <0.05 and this means that the competency variable has a positive and significant effect on the job satisfaction variable for employees of the Bogor Regency Central Statistics Agency.
- 3) Hypothesis testing of the career development variable (X3) on job satisfaction obtained a calculated t value of 2,395 > t table of 1,992 with a significance level of 0.019 < 0.05 and this means that the career development variable has a positive and significant effect on the job satisfaction variable for employees of the Bogor Regency Central Statistics Agency.
- 4) Testing the hypothesis of the motivation variable (X4) on job satisfaction obtained a calculated t value of 2,829 > t table of 1,992 with a significance level of 0.006 < 0.05 and this means that the motivation variable has a positive and significant effect on the job satisfaction variable for employees of the Bogor Regency Central Statistics Agency.

## Discussion

### ***The Effect of Job Placement on Employee Job Satisfaction***

Job placement does not only involve placing work positions, but must match and compare the qualifications of employees with the needs and requirements of a position or job (Yuniarsih & Suwatno, 2013).

Based on the research results above, the hypothesis test (t test) shows that job placement (X1) influences job satisfaction (Y) by 0.315, which means that if job placement increases, job satisfaction will increase by 31.5%. And the results of the t test show that t count > t table, namely the t count value is 4,196 > t table 1,992 with a significance level of 0.000 < 0.05. It can be explained that work placement has a positive and significant effect on job satisfaction of employees of the Bogor Regency Central Statistics Agency. This shows that if employees are placed in work positions that suit their abilities, employee job satisfaction will also increase and this is done to achieve the goals set by the Bogor Regency Central Statistics Agency. Results of respondents' answers to the questionnaire given by the author with educational indicators, skills, abilities and physical or mental health show that the majority of respondents agree with the work placement so that it has a positive and significant effect on job satisfaction. So the institution must pay close attention to work placement for all employees.

This research is also supported by previous research conducted by (Dwipalguna & Mujiati, 2015) that job placement has a positive and significant effect on job satisfaction of employees of the Department of Industry and Trade of Denpasar City. This is confirmed by research conducted by (Muliani & Indrawati, 2016) that work placement has a positive and significant effect on employee job satisfaction at Agung Putra Apartment Bali

### ***The Influence of Competency on Employee Job Satisfaction***

Competency is the ability to carry out and carry out work or tasks that are based on skills and knowledge and supported by a person's work attitude at work (Wibowo, 2014).

Based on the research results above, the hypothesis test (t test) shows that competency (X2) influences job satisfaction (Y) by 0.257, which means that if competency increases, job satisfaction will increase by 25.7%. And the results of the t test show that the calculated t value is 3,510 > t table of 1,992 with a significance level of 0.001 < 0.05. It can be explained that competence has a positive and significant effect on job satisfaction of employees of the Bogor Regency Central Statistics Agency. This shows that if employees continue to try to improve their competence in the form of abilities, knowledge and job characteristics, it will also increase employee job satisfaction, and this is done in order to achieve the goals set by the Bogor Regency Central Statistics Agency. The results of respondents' answers to the questionnaire given by the author with indicators of knowledge, understanding, abilities and attitudes show that the majority of respondents agree that competence has a positive and significant effect on job satisfaction.

This research is supported by previous research conducted by (Simanjuntak, et al. 2020) that competence has a positive and significant effect on employee job satisfaction at PT Sumber Jadi Kencana Motor Medan. These results are also confirmed by research conducted by (Rohmah, 2020) showing that the competency variable partially has a positive and significant effect on the employee job satisfaction variable at the Tjoekir Sugar Factory.

### ***The Influence of Career Development on Employee Job Satisfaction***

Career Development is a personnel activity that helps employees plan their future careers where they work, so that the company and employees concerned can develop themselves to the maximum (Mangkunegara, 2011)

Based on the research results above, the hypothesis test (t test) shows that career development (X3) influences job satisfaction (Y) by 0.162, which means that if career development increases, job satisfaction will increase by 16.2%.

And the results of the t test show that the calculated t value is 2.395 > t table of 1.992 with a significance level of 0.019 < 0.05. It can be explained that career development has a positive and significant effect on job satisfaction of employees of the Bogor Regency Central Statistics Agency. This shows that if employees have to try to develop their current career in the maximum way, one day it will increase their career level and affect the employee's job satisfaction and this is done in order to achieve the goals set by the Bogor Regency Central Statistics Agency. The results of respondents' answers to the questionnaire provided by the author with indicators such as work performance, assessment, organizational loyalty and management support show that the majority of respondents agree with career development so that it has a positive and significant effect on job satisfaction.

This research is also supported by previous research conducted by (Erdianyah, 2020) that career development has a positive and significant effect on employee job satisfaction at PT. BPR Fianka Rezalina Fatma New week. This is confirmed by research conducted by (Sunarsi, 2019) which also revealed that career development has a positive and significant effect on employee job satisfaction at PT. Boga Lestari Sentosa Indonesia (Kenny Rogers Roasters).

### ***The Influence of Motivation on Employee Job Satisfaction***

Motivation is a desire within a person that causes that person to take action (Hasibuan, 2014). Based on the research results above, the hypothesis test (t test) shows that motivation (X4) influences job satisfaction (Y) by 0.208, which means that if motivation increases, job satisfaction will increase by 20.8%. And the t test results show that the calculated t value is  $2.829 > t$  table is 1.992 with a significance level of  $0.006 < 0.05$ . It can be explained that motivation has a positive and significant effect on job satisfaction of employees at the Bogor Regency Central Statistics Agency. Motivation is a condition where employees need full appreciation for their work, a comfortable atmosphere at work, security at work, good salary or wages, interesting work and a disciplined and wise attitude from each leader, which will increase employee job satisfaction with the institution. The results of respondents' answers to the questionnaire given by the author with indicators of interests, needs, positive attitudes and curiosity show that the majority of respondents agree that motivation has a positive and significant effect on job satisfaction.

This research is also supported by previous research conducted by (Sicilia & Marzolina, 2015) that motivation has a significant and influential effect on employee job satisfaction at PT Bank Riau Kepri Pekanbaru Main Branch. This is confirmed by research conducted by (Kusnandang, 2016) that there is a positive and significant influence of motivation on employee job satisfaction at the Ganesha Operation Tutoring Institute, Bandar Lampung Branch.

### **CONCLUSION**

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Based on the results of research and discussion regarding the influence of work placement, competency, career development and motivation on employee job satisfaction at the Bogor Regency Central Statistics Agency. There are research results that have been concluded, as follows: (1) based on the results of hypothesis testing which shows that work placement has a positive and significant effect on job satisfaction and the work placement variable has a significant level of 0.000. This means that the employee job placement system at the Bogor Regency Central Statistics Agency is appropriate and influences employee job satisfaction, (2) based on the results of hypothesis testing which shows that competency has a positive and significant effect on job satisfaction and the competency variable has a significant level of 0.001. This means that the competency system implemented by employees at the Bogor Regency Central Statistics Agency is appropriate and influences employee job satisfaction, (3) based on the results of hypothesis testing which shows that career development has a positive and significant effect on job satisfaction and the career development variable has a significant level of 0.019. This means that employees have tried to develop their career path while working at the Bogor Regency Central Statistics Agency and this affects employee job satisfaction, and (4) based on the results of hypothesis testing which shows that motivation has a positive and significant effect on job satisfaction and the motivation variable has a significant level of 0.006. This means that the motivation possessed by employees at the Bogor Regency Central Statistics Agency is appropriate and influences employee job satisfaction.

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