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# The Influence of Teamwork, Competence, and Job Satisfaction on Productivity with Job Placement as a Mediating Variable: A Case Study in the Sample Room Division of the Garment Industry at PT. Mod

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## Abstract
*The effectiveness of job placement is a critical issue in human resource management, particularly in ensuring alignment between individual competencies and job requirements. However, in practice, misalignment in job placement frequently occurs due to insufficient consideration of factors such as competence, teamwork, and work productivity. This study aims to analyse the influence of competence and teamwork on job placement, with productivity serving as the mediating variable. This study employs a quantitative approach with an explanatory research design. The population comprises all employees at the organisation under study, using a saturated sampling technique (census). Data were collected via a questionnaire using a Likert scale and analysed using Partial Least Squares (PLS)-based Structural Equation Modelling (SEM). The results indicate that competence has a positive and significant effect on productivity, and that teamwork also has a positive effect on productivity. Furthermore, productivity has a significant effect on job placement. Competence is the most dominant factor influencing job placement, followed by teamwork. Additionally, productivity was found to act as a mediating variable in strengthening the relationship between competence and teamwork on job placement. These findings indicate that improving the effectiveness of job placement requires strengthening competencies, enhancing teamwork, and optimising productivity as a mediating mechanism. This study contributes to the development of human resource management, particularly regarding the role of human capital and individual-job fit in enhancing organisational performance.*

***Keywords:*** *competencies, teamwork, productivity, job placement, human resource management*



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# INTRODUCTION

The garment industry is a labour-intensive sector that demands precision, speed, and consistent quality at every stage of production. In the *sample room* division, the complexity of the work is even greater as this division acts as the initial stage in the production cycle, namely translating designs into samples or prototypes that will serve as a reference before entering the mass production process. Therefore, the quality of work in the *sample room* division is crucial to the smooth running of subsequent production processes, particularly in minimising error rates, rework, wasted time, and delays in meeting targets.

Internal data from PT. MOD indicates that the *sample rejection rate* throughout 2024 experienced significant fluctuations. The highest rejection rate reached 27.03%, whilst the lowest stood at 1.35%, with an average of 12.14% ( ). This situation indicates that the quality of work in the *sample room* division has not yet fully stabilised. These fluctuations may indicate issues in human resource management, particularly regarding teamwork, employee

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competence, job satisfaction, and job fit. If these factors are not managed optimally, employee productivity may decline, in terms of quantity, quality, timeliness, and work efficiency.

Job placement is a key aspect in enhancing employee productivity. *The* principle *of 'the right man in the right place'* emphasises that employees should be placed in roles that align with their abilities, skills, experience, interests, and the nature of the work. From a *Person–Job Fit* perspective, the alignment between the individual and the job will drive improved performance, job satisfaction, and commitment to the organisation. Conversely, inappropriate job placement can lead to low motivation, increased work errors, and reduced productivity. In the context of *the sample room* division, job placement relates not only to technical skills but also to adaptability, attention to detail, communication, and the ability to work in a team.

Teamwork is also a key factor in supporting productivity within the *sample room* division. Work processes in this division involve inter-departmental coordination, ranging from design reception, pattern making, fabric cutting, sewing, to sample completion. Each stage requires effective communication, clarity of roles, mutual trust, and a shared commitment to achieving targets. Good teamwork can speed up the completion of tasks, reduce errors, and improve the quality of work. However, teamwork will be more effective if each employee is placed in a position that matches their abilities and role.

In addition to teamwork, employee competence is a key factor determining the quality and productivity of work. Competence encompasses knowledge, technical skills, problem-solving ability, initiative, and the ability to adapt to changes in the workplace. In the *sample room* division, competence is essential as the work requires a high degree of precision and specific technical skills. Employees whose competencies match the demands of their role will find it easier to meet work targets, reduce error rates, and produce samples that meet standards. However, even strong competence will not yield optimal results if employees are not assigned to roles that match their expertise.

Job satisfaction also plays a crucial role in enhancing employee productivity. Employees who are satisfied with their work, supervisors, colleagues, remuneration, and career development opportunities tend to have higher work motivation. Job satisfaction can encourage employees to work more diligently, responsibly, and with a commitment to achieving organisational targets. In the context of job placement, job satisfaction can be fostered when employees feel that the position they hold aligns with their abilities, interests, and expectations. Thus, job satisfaction not only has a direct impact on productivity but can also strengthen the suitability of job placement.

Several previous studies have examined the influence of teamwork, competence and job satisfaction on employee performance or productivity. However, there remains a lack of research that specifically identifies job placement as a mediating variable in these relationships. In fact, job placement can serve as a key mechanism that bridges the influence of human resource factors on productivity. In the context of technical work such as the *sample room* division of the garment industry, appropriate job placement can strengthen the contribution of teamwork, competence, and job satisfaction to employee productivity.

Based on the above, this study was conducted to analyse the influence of teamwork, competence, and job satisfaction on productivity, with job placement as a mediating variable within the *sample room* division of PT. MOD. This study is expected to provide a theoretical contribution to the development of human resource management research, particularly regarding the *Person–Job Fit* concept and work productivity. Furthermore, this study is also expected to provide practical contributions to the company in formulating more appropriate job placement strategies, based on competence, teamwork, and employee job satisfaction.

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# RESEARCH METHODOLOGY

This study employs a quantitative approach with an explanatory research design. A quantitative approach was chosen because the study aims to test relationships between variables measured using numerical data and analysed statistically. Meanwhile, an explanatory research design was chosen because this study seeks to explain the influence of teamwork, competence, and job satisfaction on productivity through job placement as a mediating variable. With this approach, the study not only describes the phenomena occurring but also tests the causal relationships between variables based on the formulated hypotheses.

**Research Location**

This study was conducted at PT. MOD, located in the Bumi Wahyu Warehouse Complex, Jl. Raya Candirejo, Pringapus Sub-district, Semarang Regency, Central Java. The selection of this location was based on the phenomenon of fluctuations in *the sample rejection rate* within the *sample room* division, indicating the need for a more in-depth study of the factors influencing employee productivity. The *sample room* division was chosen as the research subject because it involves complex work characteristics, requiring high precision, good team coordination, and alignment between employee competencies and job demands.

**Research Variables**

The variables in this study consist of independent variables, mediating variables, and dependent variables. The independent variables include teamwork, competence, and job satisfaction. Teamwork describes employees' ability to cooperate, communicate, trust one another, understand roles, and commit to team objectives. Competence describes employees' abilities, encompassing technical knowledge, practical skills, problem-solving ability, initiative, and adaptability. Job satisfaction describes employees' positive feelings towards their work, supervisors, colleagues, remuneration, and career development opportunities. The mediating variable in this study is job fit, namely the alignment between the employee and the role they perform. The dependent variable is productivity, which describes an employee's ability to produce work output in terms of quantity, quality, timeliness, efficiency, and consistency in achieving targets.

**Data Types and Sources**

The types of data used in this study consist of primary and secondary data. Primary data was obtained directly from respondents through the distribution of questionnaires to employees in the *sample room* division of PT. MOD. The questionnaire was designed based on the indicators of each variable and measured using a Likert scale. Secondary data was obtained from internal company documents, such as reports on *sample rejection rates*, productivity reports, standard operating procedures, and other documents relevant to the study. The use of primary and secondary data aims to provide the study with a stronger empirical basis, drawing on both respondents' perceptions and supporting company data.

**Population and Sample**

The population in this study consists of all 100 employees in the *sample room* division of PT. MOD. The sampling technique used is the census or *total sampling* method, whereby the entire population is included as the research sample. This technique was chosen because the population size is relatively manageable to study in its entirety, so that the research results are expected to depict the actual conditions in the *sample room* division more accurately. Consequently, the sample size in this study is 100 respondents.

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**Data Collection Technique**

Data collection in this study was conducted by distributing a closed-ended questionnaire to employees of the *sample room* division at PT. MOD. The questionnaire was designed based on indicators for each research variable, namely teamwork, competence, job satisfaction, job placement, and productivity. Each statement in the questionnaire was measured using a five-point Likert scale, ranging from 'strongly disagree' to 'strongly agree'. In addition to the questionnaire, this study also utilised documentation as a supporting data source, particularly to obtain information regarding the *sample rejection rate* and company productivity data.

**Data Analysis Techniques**

The data analysis technique in this study utilised the Partial Least Squares Structural Equation Modelling (PLS-SEM) method with the assistance of SmartPLS software. This method was selected as it is suitable for analysing research models involving several independent variables, mediating variables, and dependent variables simultaneously. PLS-SEM is also well-suited for research aimed at predicting and explaining relationships between variables. The analysis was conducted in two main stages: evaluation of the measurement model (*outer model*) and evaluation of the structural model (*inner model*).

The evaluation of *the outer model* was carried out to test the validity and reliability of the indicators used to measure each variable. Convergent validity was tested by examining the *outer loadings* and *Average Variance Extracted* (AVE), whilst reliability was assessed using Cronbach's Alpha and Composite Reliability. Subsequently, the evaluation *of the inner model* was conducted to test the relationships between variables using path coefficients, R-squared values, and *bootstrapping* results. Hypothesis testing was carried out based on *t-statistic* and *p-value* values, with the criterion that the hypothesis is accepted if *the t-statistic* is greater than 1.96 and *the p-value* is less than 0.05. In addition, mediation testing was carried out by examining *the indirect effect* of teamwork, competence, and job satisfaction on productivity through job placement.

# RESULTS AND DISCUSSION

**Results**

**Evaluation of the Measurement Model (Outer Model)**

The evaluation of the measurement model (outer model) aims to test the extent to which the indicators used in the study are able to represent the latent construct validly and reliably. This testing is carried out through an analysis of **outer loadings** and **outer weights**, which respectively describe the strength of the relationship between the indicators and the construct, as well as the relative contribution of each indicator.

**Convergent Validity Test (Outer Loading)**

The convergent validity test is carried out by examining the **outer loading** values of each indicator in relation to the latent construct. An indicator is deemed valid if it has an outer loading value of ≥ 0.70.

The results of the outer loading test are presented in the following table:

**Table 1. Outer Loading**

| Indicator | Competency | Job Placement | Productivity | Teamwork |
|---|---|---|---|---|
| X1_1 | - | - | - | 0.902 |
| X1_2 | - | - | - | 0.924 |
| X1_3 | - | - | - | 0.927 |
| X1_4 | - | - | - | 0.948 |
| X1_5 | - | - | - | 0.947 |

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|---|---|---|---|---|
| X1_6 | - | - | - | 0.942 |
| X2_1 | 0.804 | - | - | - |
| X2_2 | 0.866 | - | - | - |
| X2_3 | 0.858 | - | - | - |
| X2_4 | 0.871 | - | - | - |
| X2_5 | 0.877 | - | - | - |
| X2_6 | 0.847 | - | - | - |
| Y1 | - | 0.850 | - | - |
| Y2 | - | 0.848 | - | - |
| Y3 | - | 0.803 | - | - |
| Y4 | - | 0.716 | - | - |
| Y5 | - | 0.761 | - | - |
| Y6 | - | 0.810 | - | - |
| Z1 | - | - | 0.806 | - |
| Z2 | - | - | 0.855 | - |
| Z3 | - | - | 0.840 | - |
| Z4 | - | - | 0.825 | - |
| Z5 | - | - | 0.861 | - |
| Z6 | - | - | 0.811 | - |

Source: Data processed using SmartPLS, 2026

Based on the table above, all indicators have outer loadings above 0.70. This indicates that all indicators have met the criteria for convergent validity. The indicators for the variables of competence, job placement, productivity, and teamwork are able to represent the latent construct very well.

The relatively high loading values (mostly above 0.80) indicate that each indicator has a strong relationship with the construct being measured. Thus, it can be concluded that the research instrument has a very high level of validity and is suitable for use in further analysis.

**Indicator Contribution Test (Outer Weight)**

In addition to examining the validity of the indicators, an evaluation of the outer model was also conducted by analysing the outer weight values to determine the relative contribution of each indicator in forming the latent construct. The results of the outer weight analysis are presented in the following table:

**Table 2. Outer Weights**

| Indicator | Competence | Job Placement | Productivity | Teamwork |
|---|---|---|---|---|
| X1_1 | - | - | - | 0.172 |
| X1_2 | - | - | - | 0.173 |
| X1_3 | - | - | - | 0.175 |
| X1_4 | - | - | - | 0.188 |
| X1_5 | - | - | - | 0.185 |
| X1_6 | - | - | - | 0.178 |
| X2_1 | 0.182 | - | - | - |
| X2_2 | 0.195 | - | - | - |
| X2_3 | 0.197 | - | - | - |
| X2_4 | 0.202 | - | - | - |
| X2_5 | 0.201 | - | - | - |
| X2_6 | 0.194 | - | - | - |
| Y1 | - | 0.218 | - | - |
| Y2 | - | 0.213 | - | - |
| Y3 | - | 0.221 | - | - |

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| | | | | |
|---|---|---|---|---|
| Y4 | - | 0.202 | - | - |
| Y5 | - | 0.196 | - | - |
| Y6 | - | 0.201 | - | - |
| Z1 | - | - | 0.195 | - |
| Z2 | - | - | 0.214 | - |
| Z3 | - | - | 0.195 | - |
| Z4 | - | - | 0.206 | - |
| Z5 | - | - | 0.206 | - |
| Z6 | - | - | 0.183 | - |

Source: Data processed using SmartPLS, 2026

Based on the table, it can be seen that the outer weights for each indicator are relatively even and there are no extreme differences. This indicates that all indicators contribute equally to forming their respective latent constructs.

Thus, it can be concluded that the measurement model in this study is not only convergent valid but also has a stable and representative indicator composition.

**Structural Model Evaluation (Inner Model)**

The structural model was evaluated to test the relationships between latent variables in the study, both directly and indirectly.

**Indirect Effect**

The analysis of indirect effects aims to determine the role of intervening variables in mediating the relationships between variables. The following are the results of the indirect effect tests:

**Table 3. Indirect Effects**

| Variable Relationships | Coefficient |
|---|---|
| Competence → Productivity → Job Placement | 0.209 |
| Teamwork → Productivity → Job Placement | 0.138 |

Based on the table above, it is evident that competence has an indirect influence on job placement via productivity of 0.209, whilst teamwork has an indirect influence of 0.138.

This indicates that productivity acts as a mediating variable, whereby improvements in competence and teamwork will have a stronger impact on job placement if accompanied by an increase in productivity.

**Total Effect**

The total effect is the accumulation of direct and indirect effects between variables. The results of the total effect are presented below:

**Table 4. Total Effect**

| Variable | Competence | Job Placement | Productivity | Teamwork |
|---|---|---|---|---|
| Competence | - | 0.655 | 0.591 | - |
| Productivity | - | 0.355 | - | - |
| Teamwork | - | 0.331 | 0.388 | - |

Based on the table, it can be seen that competence has the greatest total influence on job placement at 0.655. Furthermore, competence also has a strong influence on productivity at 0.591. This indicates that competence is the most dominant variable in the research model, both in terms of increasing productivity and determining job placement.

**Correlation Analysis of Latent Variables**

A correlation analysis was conducted to examine the relationships between constructs in the research model.

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**Table 5. Correlations of Latent Variables**

| Variable | Competence | Job Placement | Productivity | Teamwork |
|---|---|---|---|---|
| Competence | 1,000 | 0.865 | 0.837 | 0.635 |
| Job Placement | 0.865 | 1.000 | 0.875 | 0.746 |
| Productivity | 0.837 | 0.875 | 1.000 | 0.763 |
| Teamwork | 0.635 | 0.746 | 0.763 | 1.000 |

Based on the table above, all variables have a strong relationship with correlation values above 0.60. This indicates that the variables within the research model are closely interrelated and mutually supportive.

**Descriptive Statistics of Latent Variables**

Descriptive analysis was used to examine the characteristics of the research data.

**Table 6. Description of Latent Variables**

| Variable | Mean | Median | Min | Max | Std. Dev | Kurtosis | Skewness | N |
|---|---|---|---|---|---|---|---|---|
| Competence | 0.000 | 0.032 | -1.698 | 1.940 | 1.000 | -1,380 | -0.229 | 100 |
| Job Placement | 0.000 | 0.008 | -2.059 | 1,946 | 1,000 | -1,100 | -0.165 | 100 |
| Productivity | 0.000 | -0.074 | -1.594 | 2.122 | 1.000 | -1.397 | -0.051 | 100 |
| Teamwork | 0.000 | -0.077 | -1.613 | 2.854 | 1.000 | -0.481 | 0.143 | 100 |

Based on Table 6, all variables have mean values close to zero because the data has been normalised in the PLS model. A standard deviation value of 1 indicates that the data has good dispersion.

Skewness values close to zero indicate that the data tends to be normally distributed, so the model used can be said to satisfy the assumption of a good data distribution.

**Discussion**

**The Effect of Competence on Productivity**

The research results show that competence has a positive effect on productivity with a coefficient of 0.591. This indicates that the higher the competence of employees, the higher the resulting work productivity.

Theoretically, this finding is supported by Human Capital Theory, which positions competence as a key asset in enhancing individual performance. Competence, encompassing knowledge, skills, and abilities, drives greater efficiency and improved work quality.

These research findings are consistent with previous studies by Wibowo (2016) and Sutrisno (2017), which stated that competence has a significant effect on work productivity. Furthermore, research by Rivai (2018) also showed that improving competence through training and human resource development has a direct impact on increasing work output.

Thus, the results of this study reinforce previous empirical findings that competence is a key factor in improving employee work productivity.

**The Effect of Teamwork on Productivity**

The research results show that teamwork has a positive effect on productivity with a coefficient of 0.388. This indicates that good teamwork is capable of improving the effectiveness and efficiency of employees' work.

Theoretically, this is supported by the Team Effectiveness Theory, which emphasises the importance of synergy, communication, and coordination within a team to achieve optimal work outcomes.

This finding is also consistent with research by Robbins and Judge (2017), which states that teamwork has a significant influence on organisational performance. Furthermore,

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research by Salas et al. (2015) shows that teams with good coordination are able to significantly increase productivity.

Thus, the results of this study reinforce the notion that teamwork is a key factor in enhancing work productivity.

**The Effect of Productivity on Job Placement**

The research findings indicate that productivity has a positive influence on job placement, with a coefficient of 0.355. This suggests that employees with high productivity are more likely to be placed in roles that better align with their abilities and performance.

This finding is supported by the Person-Job Fit theory, which states that a good match between an individual's characteristics and the job will enhance organisational effectiveness.

This study is also consistent with the findings of Kristof-Brown et al. (2005), who state that high-performing individuals are more likely to be placed in suitable positions. Furthermore, Dessler (2017) emphasises that individual performance is one of the primary foundations of the job placement process.

Thus, the results of this study reinforce the notion that productivity is a key indicator in determining appropriate job placement.

**The Influence of Competence on Job Placement**

The research findings indicate that competence has a total influence of 0.655 on job placement, which is the largest influence in this research model.

This finding indicates that competence is a dominant factor in determining the suitability of job placement. This aligns with the merit system concept in human resource management, which emphasises that job placement must be based on individual competence.

These results are also consistent with previous research by Hasibuan (2019) and Mangkunegara (2017), which stated that competence has a significant influence on job placement. Furthermore, research by Mathis and Jackson (2016) indicates that organisations implementing competence-based placement tend to perform better.

Thus, the results of this study further underscore the importance of competence as the primary basis for job placement policies.

**The Influence of Teamwork on Job Placement**

The research results indicate that teamwork has a total effect of 0.331 on job placement. This suggests that the ability to work in a team is also one of the factors influencing the suitability of employees' job placements.

This finding is supported by previous research by Katzenbach and Smith (2005), who stated that teamwork is an important competency in modern organisations. Furthermore, research by West (2012) indicates that individuals with strong collaborative skills tend to be more adaptable to various job roles.

Thus, the results of this study reinforce the notion that teamwork not only influences productivity but also job placement.

**The Mediating Role of Productivity**

The research results indicate that productivity acts as a mediating variable in the relationship between competence and teamwork on job placement.

The indirect effect of competence on job placement via productivity is 0.209, whilst that of teamwork is 0.138. This indicates that productivity serves as a key mechanism explaining how competence and teamwork influence job placement.

This finding is consistent with the concept of mediation proposed by Baron and Kenny (1986), who state that a mediating variable serves to explain the relationship between independent and dependent variables. Furthermore, Preacher and Hayes (2008) also

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emphasise that the presence of a mediating variable strengthens the understanding of causal relationships within a research model.

Thus, in this study, productivity acts as an intervening variable that strengthens the relationship between competence and teamwork on job placement.

# CONCLUSION

Based on the results of the data analysis and discussion, this study concludes that competence has a positive and significant influence on work productivity. This indicates that improvements in employees' knowledge, skills, and abilities will drive increased work effectiveness and efficiency, thereby producing more optimal outputs. Furthermore, teamwork has also been shown to have a positive influence on work productivity, meaning that good teamwork fosters synergy, facilitates communication, and enhances coordination in task completion.

Furthermore, work productivity has a positive influence on job placement, indicating that employees with high productivity levels tend to secure job placements that are more aligned with their capabilities and contributions within the organisation. Competence has also been shown to have a direct influence and to be a dominant factor in determining job placement; consequently, it can be concluded that competence is the primary foundation for achieving a good fit between the individual and the role. On the other hand, teamwork also influences job placement, albeit to a lesser extent than competence, suggesting that the ability to collaborate remains a supporting factor in determining the appropriate job position.

Furthermore, this study also found that productivity acts as a mediating variable that strengthens the relationship between competence and teamwork regarding job placement. Thus, it can be concluded that effective job placement is not only determined by competence but is also reinforced by teamwork and mediated by work productivity.

This study has several limitations that should be noted as points for evaluation in future research. Firstly, this study was conducted in only one organisation with a relatively limited number of respondents, meaning the results cannot yet be widely generalised to various types of organisations. Secondly, this study employed a quantitative approach based on questionnaire data, meaning it was unable to explore in depth the contextual and dynamic nature of employee behaviour. Thirdly, the variables used in this study are limited to competence, teamwork, productivity, and job placement; consequently, other factors such as leadership, organisational culture, and work motivation—which also have the potential to influence job placement—have not been included. Furthermore, the use of instruments based on respondents' perceptions allows for subjective bias that may affect the research results.

Based on the findings of this study, several recommendations can be offered. Organisations are advised to pay greater attention to the development of employee competencies through continuous training, education, and human resource development programmes. Furthermore, organisations also need to strengthen a culture of teamwork by creating a conducive working environment, improving communication, and encouraging collaboration among employees to foster synergy in the execution of tasks. In the job placement process, organisations are expected to adopt a competency-based approach to ensure a good fit between the individual and the role, thereby enhancing overall organisational performance.

On the other hand, organisations also need to develop an objective and measurable productivity evaluation system as a basis for decision-making regarding job placement. For future researchers, it is recommended to include other relevant variables such as leadership, work motivation, and organisational culture, and to employ a mixed-methods approach to ensure more comprehensive research findings. Furthermore, the research location and sample size should be expanded to ensure the results have a higher level of generalisability.

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This study has implications both theoretically and practically. Theoretically, this study contributes to the development of human resource management by reinforcing the concept of Human Capital Theory, which emphasises the importance of competence as a key factor in enhancing productivity and determining job placement. Furthermore, this study also provides empirical evidence regarding the role of productivity as a mediating variable in the relationship between competence and teamwork on job placement, whilst reinforcing the concept of Person-Job Fit, which emphasises the importance of alignment between individual characteristics and the job.

In practical terms, the findings of this study have implications for organisations to place greater emphasis on the implementation of a competency-based human resource management system in recruitment, training, and job placement processes. Organisations also need to foster a work environment that supports team collaboration to enhance work effectiveness. Furthermore, productivity should be used as a key indicator in performance evaluation and as the basis for decision-making regarding staff placement. Consequently, organisational policies focused on competency development, strengthening teamwork, and improving productivity are expected to enhance the effectiveness of job placement as well as overall organisational performance.

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