THE INFLUENCE OF COMPETENCE AND JOB PLACEMENT ON EMPLOYEE PERFORMANCE IN REGIONAL DEVELOPMENT PLANNING AGENCY

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Abstract

Purpose: The focus of this research is to determine how the competence and job placement of employees of the regional development planning agency in Karawang Regency affect their performance.

Research Methodology: This study used a quantitative method and multiple linear regression analysis. The entire population of 56 employees was involved in this study.

Results: The results showed that the competency variable had a partial significance of 0.03 on performance, while the work placement variable had a partial significance of 0.00. In addition, the competency and work placement variables together had a significance value of 0.00 on performance.

Limitations: The study was limited to the Karawang Regency Regional Development Planning Agency, and the data was collected at a specific point in time.

Contribution: This study provides insights into the importance of employee competence and job placement in improving employee performance within government agencies. The findings can help inform human resource management practices in the public sector.

*Keywords:* *Competence, work placement, employee performance*

1. INTRODUCTION

Human Resources (HR) is one of the valuable assets and has a central role in the dynamics of the organization or institution as a whole. They are actively involved in various roles and responsibilities under the organizational structure or applicable policies. The workforce acts as a planner, doer, and determining factor for the government's success in achieving the goals of the government institution. Bima Haria Wibisana, who serves as the implementer of the duties (Plt) of the head of the state civil service agency, stated that "the ability or performance of human resources (HR) working as government employees in Indonesia is considered quite low. The current performance of ASN is included in the deadwood category. This means that the

performance and performance of the ASN is low or even bad". He expressed his prominent event when the national civil service coordination meeting was held in a hybrid manner. State Civil Apparatus (ASN) are required to move in harmony with the Decree (SK) of their appointment, but must also develop the competencies they have to improve the quality of capacity to help the success of government agency goals. in accordance with (Law No. 20 of 2023), "ASN needs to improve their competencies so that they are in line with the improvement in the performance of the agency they are placed in so that they have competitiveness in meeting the needs of the agency" (Kompas, 2023).

In article number 1 paragraph 10 of PP number 30 of 2019 concerning the assessment of civil servant performance, it states "PNS performance is the work result achieved by each civil servant in the organization/unit in accordance with employee performance targets and work behavior". "Competence combines skills, behavior, knowledge and abilities that enable an employee to effectively perform work and competence describes exactly how a person does work and results in a position". (Jannah, 2021, Paais, 2020) stated that "the intended job placement is the advanced stage of selection by placing employees according to the needs of a particular unit according to their competencies so that it has an impact on work enthusiasm and can improve employee performance, an important managerial task to place people in the right job". Regional development planning is an integral part of the national development planning system regulated in Law Number 25 of 2004. As in Article 33 paragraph 3 of the Law, it is stated that "in the implementation of regional development planning, the regional head is supported by the head of the Regional Development Planning Agency (Bappeda)". Meanwhile, Article 33 paragraph 2 states that "The heads of work units under the regional government are responsible for the preparation of regional development plans in accordance with their duties and authorities".
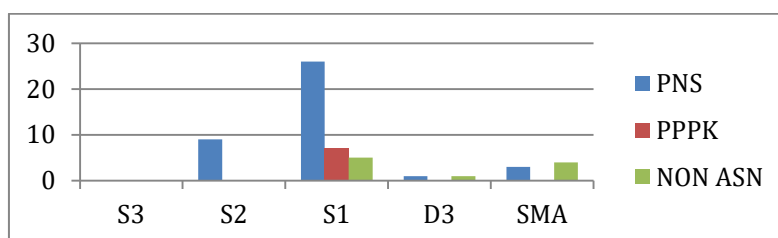
Figure 1. Educational background of Bappeda employees of Karawang Regency

The diagram presented is a representation of data regarding the educational background of all State Civil Apparatus or (ASN) working at the Regional Development Planning Agency of Karawang Regency. consisting of 9 people with S2, 26 people with S1, 1 person with D3, and 3 people with SMA. The total of all Civil Servants (PNS) is 39 people. PPPK consists of 7 S1 people. And Non ASN consists of 4 people with S1, 1 person with D3, and 5 people with SMA. The total of all Non ASN employees is 10 people. The data is the number of employees and their educational background at the Regional Development Planning Agency of Karawang Regency.

A previous study conducted by Mursalin et al. (2023) found that job placement has a significant impact on performance. Likewise, research by Karlina (2020) shows that job placement has a positive and significant influence on performance. Paais's research (2020) also revealed that job placement has a significant impact on performance. In addition, a study conducted by Setiawan and Bagia (2021) stated that job placement has a positive effect on performance. Based on the context that has been developed, this study aims as follows: To understand the impact of Competence (X1) on Performance (Y). To understand the effect of Job

Placement (X2) on Performance (Y). To understand the joint influence of Competence (X1) & Job Placement (X2) on Performance (Y).

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT
Human Resource Management

"Human resource management is the process of planning, organizing, directing, controlling, and procuring human resources" (Paramansyah & Husna, 2021). "Human resource management is a system consisting of many interdependent activities (interrelated with each other)" (Helwig et al., 2020). According to Mukminin (2019) "Human resource management is defined as an activity that includes recruitment, selection, development, maintenance, and use of human resources to achieve both individual and organizational goals".

The narrative of the concept of thought, successfully synthesized human resource management, namely a method that is built from action activities that include planning, organizing, directing, controlling, achieving, sorting, expansion, maintenance, and procurement of human resources

Competence

According to (Yudi, 2021) "competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job". According to (Nyoto, 2019) "Competence is a concept that can be interpreted as a combination of a person's skills (skills), personal attributes (personal's attribute), and knowledge (Knowledge) which is reflected through performance behavior (job behavior), which can be observed, measured and evaluated through certain measuring instruments". "Competence is the ability of an employee to apply skills to the workplace environment" (Jannah, 2021). (Dhika, 2023) states "competence is an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace referring to the established work requirements". According to Thoha "competence is one of the readiness, related to knowledge and skills that can be obtained from education, training and experience" (Anwar, 2023). According to the thoughts of the experts above, it can be concluded that competence is a skill from knowledge and expertise supported by work behavior, work attitude, training and experience to apply to the work zone.

Job Placement

"Placement is a human resource policy to determine a person's position/position according to their abilities so that they can carry out their work in a position effectively and efficiently" (Rusby, 2016). According to (Amalia, 2017) "Placement is to place employees as for carrying out work in positions that match the criteria. Placement is the process or filling of positions or reassigning employees to new tasks or positions or different positions. Most of the placement tasks are taken over by line management, in this case the employee's immediate superior" Edo Tekkay (2022). "Placement is the placement of someone in the right position and most importantly, the placement of human resources must be seen as a matching process. How well an employee fits the job will affect the quantity and quality of employee work" Karlina (2020). According to Amalia (2017) related to Job Placement, "employee placement is not just about placing, but must match and compare the qualifications of employees with the needs and requirements of a position or job so that the right man on the right job is achieved. The following must be considered: Educational Background, Work Knowledge, Work Skills and Work Experience". The definition above of job placement is a policy in filling employees in certain work positions and most importantly, the initial employee job placement is in sync with

the talents and skills they have so that individual workers are in line with the criteria with the job for the total impact and quality of work, in the case of transfers taken over by the employee's direct superior.

Employee Performance

According to (Silaen et al., 2020) "the work results achieved by a person in completing responsibilities are the definition of performance". According to PP number 30 of 2019 concerning civil servant performance assessment "PNS performance is the work results achieved by each civil servant in an organization/unit in accordance with the SKP and work behavior. Employee Performance Targets (SKP) have 4 performance targets, namely quantity, quality, time and cost. Meanwhile, work behavior includes 5 aspects, namely service orientation, commitment, work initiative, cooperation and leadership". According to (Huseno, 2016) "Performance is an action that consists of several elements and is not a result in an instant". Mangkunegara in (Yanto & Yanti, 2023) argues that "performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". Employee Performance is stated by (Sedarmayanti, 2016) "there are five indicators, namely: (1) Quantity of work, (2) Quality of work, (3) initiative (4) ability (5) Communication". "Employee performance is a result achieved by the employee in his work according to certain criteria that apply to a particular job" (Budiyanto & Mochklas, 2020). The statement above concludes that performance is an action achieved by a person in completing responsibilities that are in accordance with employee performance targets (SKP) and the character of activities in carrying out the role of synchronous obligations that are allocated to those that apply to a particular job.

Based on the details of the framework of thinking on the context, there is a paradigm that can be built on how competence and job placement affect employee performance as stated below:
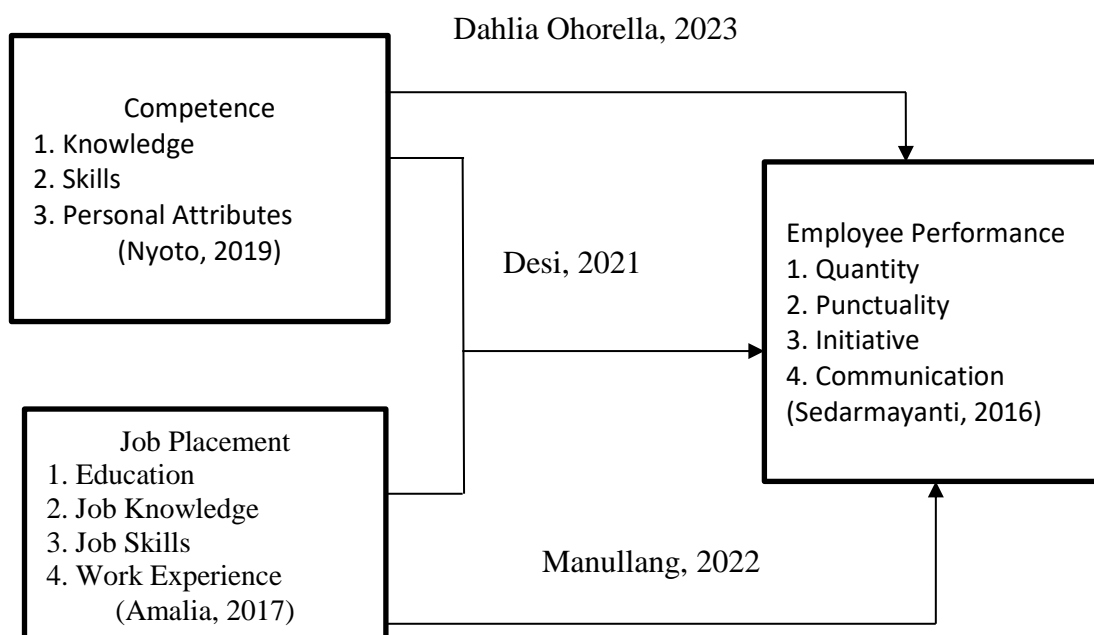
Figure 2. Research framework
Source: researcher, 2024 (Desi, 2021, Manullang, 2020, Dahlia Ohorella, 2023)

Line Description:
Partial: ⟶
Simultaneous: ⟶

Hypothesis Development

1. Competence has an impact on employee performance in the regional development planning agency in Karawang district.
2. Job placement has a positive influence on employee performance in the regional development planning agency in Karawang district.
3. Competence and Job Placement have an influence on performance in the regional development planning agency in Karawang district.

3. RESEARCH METHODOLOGY
Research Design

The study uses a quantitative study with a descriptive verification method. This quantitative study measures the hypothesis regarding the impact of Competence & Job Placement on the performance of employees of the Karawang Regency Development Planning Agency.

Population

The population that is the object of the study is all employees totaling 56 people.

Sample

A representative sample is truly able to reflect the condition of the population, meaning that the conclusions of the results of the study which are summarized from the sample must produce conclusions about the population. The population is because it is less than the specified number. So all of this population will be displayed as a sample of the study and research using saturated samples.

Sampling Technique

This process can be applied for the purpose of a very small chance. One of the sampling processes in Non-probability is saturated sampling.

Data Collection Technique

The process of collecting information is very meaningful for the success of this study, together with the types of information collected, who came from it, and what tools were used. This study uses observation and questionnaire tricks.

Data Source

The origin of this study information was obtained in the form of answers from employees of the Karawang Regency Regional Development Planning Agency which were processed by researchers.

Analysis technique

Proof of information involves Validity tests, reliability tests, and classical assumption testers including normality tests, multicollinearity tests, and heteroscedasticity tests. This process is followed by multiple linear regression testing consisting of t-tests (partial), f-tests (simultaneous) and coefficient of determination tests..

4. RESULTS AND DISCUSSIONS
Result

Regarding the validity test, it shows that the competency variable (X1) is proven valid because it has a calculated r value greater than 0.361 or exceeds the value in the r table set. Regarding the validity test, it shows that the Job Placement variable (X2) is proven valid because it has a calculated r value greater than 0.361 or exceeds the value in the r table set. The validity test shows that the employee performance variable (Y) is proven valid, because it has a calculated r value exceeding 0.361 or greater than the determined r table value.

Reliability testing informs that the three variables in the Cronbachs alpha assessment are greater than 0.60, meaning that competence, job placement and employee performance are stated to be reliable. This assessment uses appropriate measuring instruments and can be recognized. Research on classical assumptions includes testing normality tests, autocorrelation tests, multicollinearity tests.

Table 1. Normality Test

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			56
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		4.99861929
Most Extreme Differences	Absolute		.070
	Positive		.070
	Negative		-.057
Test Statistic			.070
Asymp. Sig. (2-tailed)[c]			.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.		.718
	99% Confidence Interval	Lower Bound	.707
		Upper Bound	.730

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

The normality test states that the residual value of the normality test is normally distributed, and the significant influential point of 0.200 is greater than 0.05. Therefore, it can be concluded that the residual value meets the normality assumption, and is sufficient for the prediction.

The multicollinearity test shows that the Tolerance point is 0.961, which is greater than 0.100, or 0.961 above 0.100. However, the VIF value is 1.041. This point is less than 10.00, namely 1.041 less than 10.00. So it can be concluded that predicting the influence of competence and job placement on employee performance is feasible because the results of the multicollinearity test calculation show no symptoms of multicollinearity in the regression model.

Table 2. Heteroscedasticity Test
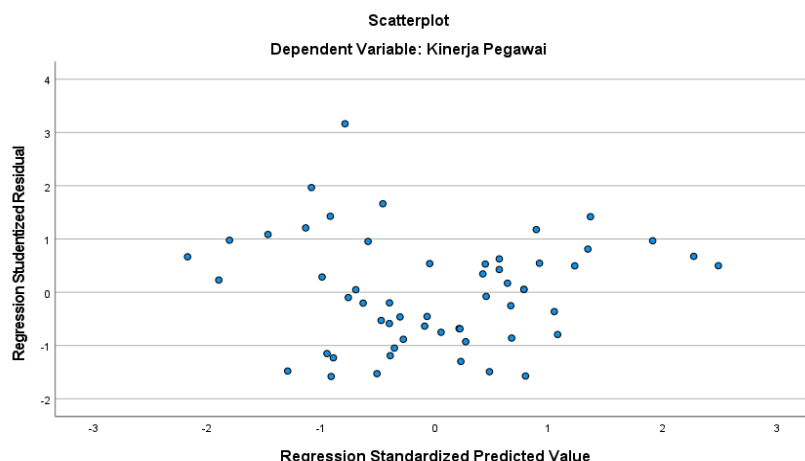
The heteroscedasticity test shows that there is no real model or point spread. So that it can be concluded that the regression type does not show any indication of heteroscedasticity. Therefore, it is enough to test the variable Based on the results of the descriptive test, the information obtained can be described as follows:

1. Competency Variable (X1) from the data listed can be described up to a minimum value of 37 while the maximum value is 80, the average competency value is 65.29 and the standard deviation is 7.562.
2. Job Placement Variable (X2) from the data can be described that the minimum value is 42 while the maximum value is 75, the average competency value is 59.75 and the standard deviation is 7.877.
3. Performance Variable (Y) from the data can be described that the minimum value is 50 while the maximum value is 75, the average competency value is 62.57 and the standard deviation is 6.430.

T Test (Partial)

1. Effect of X1 on Y. The results of the partial test indicate that the sign point is 0.003 <0.05 and the T count point is 3.147> 2.005. So that the conclusion is that between the Competence variable (X1) there is a partial influence on Employee Performance (Y)
2. Effect of X2 on Y. The results of the partial test indicate that the sign point is 0.000 <0.05 and the t count point is 4.256> 2.005. So that the conclusion is that there is a partial influence between the Job Placement variable (X2) on Employee Performance (Y)

The simultaneous f test indicates that the sig point is 0.000 <0.05 & the f count point is 17.345> 3.168. until it is concluded that competence (X1) and job placement (X2) have a simultaneous influence on employee performance (Y).

Table 3. Determination Coefficient Test

			Model Summary[b]		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson

1	.629ᵃ	.396	.373	5.09206	1.637

a. Predictors: (Constant), Job Placement, Competencies

b. Dependent Variable: Employee Performance

The results of the determination coefficient show that the R Square value is 0.396 or 39.6%. concluded that 39.6% of performance variables are determined to be the same as competency and job placement variables, while the remaining 60.4% are different due to or determined by variables that are not included in this study.

Hypothesis Test

1. Partial influence of competency (X1) on performance (Y). The results of the partial test show that the sign point is 0.03 <0.05 and the t count point is 3.147> 2.005. Until the conclusion is obtained, namely between the Competency variable (X1) there is a partial influence on employee performance (Y)
2. Partial influence of job placement (X2) on performance (Y). The results of the partial test show a sign point of 0.00 <0.05 & the t count point is 4.256> 2.005. So that the conclusion is obtained, namely a partial influence on the job placement variable (X2) on performance (Y).
3. Simultaneous influence on competence (X1) & job placement (X2) on performance (Y). The results of the simultaneous test show a sig point of 0.00 < 0.05 & a calculated f value of 17.345 > 3.168, thus obtaining the conclusion that competence (X1) and job placement (X2) have a simultaneous influence on employee performance (Y)

Discussions

The results of the partial t-test of competency (X1) on employee performance (Y) assess that the sign is 0.03 <0.05 & at the calculated t value of 3.147> 2.005. Until the conclusion is obtained that among the competency variables (X1) there is a partial influence on employee performance (Y). The competence possessed by each employee always becomes the most important problem in improving the performance of government agencies, every year the government looks for employees who have the competencies needed by each agency, in the end employees in the regional development planning agency of Karawang Regency have the appropriate competencies to improve performance in achieving targets.

The results of the T-test of job placement (X2) on employee performance (Y) show that the sign point is 0.00 <0.05 and the calculated t point is 4.256> 2.005. Until the conclusion is obtained that the partial influence of the job placement variable (X2) on performance (Y) is achieved. Inappropriate job placement results in a decline in the performance of government agencies, because the incompatibility of employees placed becomes a strategy to achieve declining targets.

The results of the study on the simultaneous f test of competence (X1) and job placement (X2) to performance (Y) assessed that sig 0.00 <0.05 and the calculated f value of 17.345> 3.168 so that it was concluded that competence in (X1) and job placement in (X2) have a simultaneous influence on employee performance (Y). employee performance is determined by the competence of each employee needed to meet the target in the agency. employee performance is also greatly influenced by job placement that is in accordance with the competence and needs of the agency to achieve the target.

5. CONCLUSION

The results of the study that has been done, until the following conclusions are obtained: It is concluded that competence (X1) has a partial influential role on employee performance (Y). Then it is concluded that job placement (X2) has a partial influence on performance (Y). Furthermore, it is concluded that both competence (X1) and job placement (X2) have a simultaneous influential role on employee performance (Y) The results of the study obtained can be a picture for leaders who have policies in the scope of personnel. good competence can support work to achieve appropriate targets, but employees must also be given training to improve the individual competence of each employee. Good performance can be influenced by appropriate job placement, workers who have good skills but are not accommodated in a field that matches their competence, can reduce loyalty in working. This study expects leaders who have policies to pay more attention to their employees, in order to create employees who work according to their competence and employees who have high loyalty to the work given by government agencies.

LIMITATION AND STUDY FORWARD

This study has several limitations that should be considered. Firstly, the research was conducted only in the Regional Development Planning Agency of Karawang Regency, which may limit the generalizability of the findings to other government agencies or sectors. Future studies could expand the scope to include multiple government organizations or compare public and private sector organizations.

Secondly, the data collection was done at a specific point in time, which may not capture the dynamic nature of employee performance and the factors influencing it. A longitudinal study design could provide more insights into the long-term effects of competence and job placement on employee performance.

Additionally, this study focused on only two factors, competence and job placement, that may influence employee performance. Future research could investigate other potential factors, such as organizational culture, leadership, or job satisfaction, to gain a more comprehensive understanding of the determinants of employee performance in the public sector.

Finally, the study relied on self-reported data from the employees, which may be subject to bias. Incorporating objective performance measures or multiple sources of data, such as supervisor evaluations, could strengthen the validity of the findings.

Despite these limitations, this study contributes to the understanding of the importance of employee competence and job placement in improving performance within government agencies. The findings can inform human resource management practices and policies to enhance the effectiveness and efficiency of public sector organizations.

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