

# THE INFLUENCE OF EMPLOYEE PLACEMENT ON THE PERFORMANCE OF SOCIAL AFFAIRS OFFICE OF WAROPEN REGENCY PAPUA PROVINCE

Giosantho Atmawan Samori<sup>1</sup>, Teresa I Nangameka<sup>2\*</sup>

<sup>1</sup>Pemerintah Kabupaten Waropen, giosanthoatmawansamori28@gmail.com

<sup>2</sup>Institut Pemerintahan Dalam Negeri, teresanangameka@ipdn.ac.id

## ABSTRAK

**Permasalahan (GAP):** Memberikan kinerja terbaik dan mempertahankan keunggulan kompetitif adalah salah satu tujuan organisasi yang dinamis. Faktor yang paling potensial dan penting dalam memberikan strategi untuk unggul dalam persaingan organisasi adalah sumber daya manusia dan hal ini tergantung pada cara yang tepat untuk mengadaptasi sumber daya tersebut agar mengarah pada tujuan organisasi. Positioning yang buruk dapat menjadi masalah dalam suatu organisasi. Dalam hal ini Dinas Kesejahteraan Sosial Kabupaten Waropen memiliki adanya ketimpang antara keterampilan pegawai yang tidak sesuai dengan tugas, prinsip, dan fungsi organisasi. **Tujuan:** Untuk mengetahui dan menganalisis serta mendeskripsikan apakah penempatan jabatan berpengaruh terhadap kinerja pegawai pada Dinas Kesejahteraan Sosial Kabupaten Waropen Provinsi Papua. **Metode:** Penelitian ini menggunakan pendekatan kuantitatif untuk memancarkan pengaruh variabel independen terhadap variabel dependen. Variabel dependen dalam penelitian ini adalah kinerja pegawai dan variabel independen adalah penempatan pegawai. **Hasil/Temuan:** Dari penelitian yang dilakukan ditemukan hasil yakni yang ditunjukkan oleh nilai t hitung  $7,847 > t$  tabel  $2,10982$  maka  $H_0$  ditolak dan  $H_1$  diterima, yang artinya secara parsial penempatan pns berpengaruh terhadap kinerja sehingga semakin baik penempatan pns yang diberikan kepada pns maka kepuasan akan meningkat dan hal ini juga akan berdampak positif pada kinerja pns tersebut. **Kesimpulan:** Penempatan pns memberikan pengaruh besar terhadap peningkatan kinerja yaitu sebesar 77,4% sedangkan sisanya sebesar 22,6% disebabkan oleh variabel lain diluar penelitian. Adapun garis regresi  $y = a + bx$ , dimana  $y = 13.870 + 0,806$  apabila b naik 1% akan mengakibatkan kenaikan pada variabel kinerja pegawai.

Kata Kunci : Penempatan pegawai, kinerja pegawai, pengembangan pegawai

## ABSTRACT

**Problem (GAP):** Providing optimal performance and maintaining a competitive advantage are the primary goals of dynamic organizations. The most potential and critical factor in designing strategies to excel in organizational competition is human resources, and this depends on the proper adaptation of these resources to align with organizational goals. Poor positioning can be problematic for an organization. In this context, the Social Affairs Office (Dinsos) of Waropen Regency faces a mismatch between the employees' skills and the tasks, principles, and functions of the organization. **Objective:** To identify, analyze, and describe whether job placement affects the performance of employees at the Social Affairs Office of Waropen Regency, Papua Province.

\*Corresponding author

Teresa I Nangameka

Institut Pemerintahan Dalam Negeri

[teresanangameka@ipdn.ac.id](mailto:teresanangameka@ipdn.ac.id)

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**Method:** This study used a quantitative approach to examine the influence of the independent variable on the dependent variable. The dependent variable in this study was employee performance, and the independent variable was employee placement. **Results/Findings:** The study found that job placement significantly affects employee performance, as indicated by the *t*-value of 7.847 which is higher than the *t*-table value of 2.10982. Therefore, *H*<sub>0</sub> is rejected and *H*<sub>1</sub> is accepted, indicating that employee placement partially influences performance. The better the employee placement the higher the satisfaction level which leads to positive impacts on the employees' performance. **Conclusion:** Employee placement significantly affects performance improvement by 77.4%, with the remaining 22.6% influenced by other variables outside this study. The regression line equation is  $y = a + bx$ , where  $y = 13.870 + 0.806x$ , indicating that a 1% increase in *b* results in a corresponding increase in the employee performance variable.

Keywords: Employee placement, employee performance, employee development.

## Introduction

Human resources become an important factor in the development of an organization, both government agencies and companies. Human resources (HR) are the key to organizational development and play an important role in the development of an organization. Today, organizations do not consider employees merely as resources but as a foundation for building organizations and organizational resources. In other words, it can be said that human understanding is the key capital of an organization. This means that HR is considered an aspect that can be developed and copied, not a burden on the organization's budget. In this case, HR is the main capital of an organization or agency to be more advanced. Therefore, the development of quality human resources requires the implementation of HR management (Rachmad, 2009).

Management discipline covers planning, organizing, implementing, and regulating where they are all included in HR management. This procedure can be found in the fields or functions of production, marketing, finance, or personnel. HR management begins with knowing the roles, responsibilities, authorities, and obligations of each person (Riniwati, 2016). HR management is a methodical combination of experiences and research findings in the field of human resources. Maximum performance in accordance with organizational facilities and programs helps the organization achieve its goals, namely showing the best performance and maintaining competitive advantages.

The most potential and essential factor in designing strategies to compete in an organization is human resources and this depends on the way to adapt HR to lead to organizational goals. The State Civil Apparatus (ASN) is an important human resource in running the government and plays an important role in assisting government functions. According to Law No. 20 Article 10 of 2023, ASN functions as an implementer of public policy, public servant, and unifier of the nation (Sihite,

2018). Therefore, in carrying out their duties and responsibilities, they also refer to Law No. 20 of 2023 Article 10 concerning the improvement of human resources in terms of work quality through various skills development, such as adequate education, supportive training, good infrastructure, career paths, job suitability, equality, and justice, as well as function to support the implementation of optimal and quality state policies. With the improvement of the employment system and expansion of responsibilities, the government can optimize the performance of civil servants. This is to ensure that they are in good health, have the necessary education, and can carry out their work as effectively as possible. To comply with employment regulations, internship descriptions can also cover information about the responsibilities, values, and duties of a position (Kaloh, 2023).

Considering employment, the government needs to pay attention to placement too. Government has to place employees in accordance with the duties, principles, and functions of a position. Thus, they can optimally contribute to the organization in carrying out their duties and functions in order to achieve the goals and objectives of the organization (Sila et al, 2021). If an agency has a problem with a shortage of employees in a particular unit or field of expertise, the agency has to recruit employees from outside the agency, which is commonly known as recruitment. The selected employees are placed in that position to carry out their duties. Besides recruitment, another method to place employees from within the agency is called transfer of responsibilities that are relatively the same as the previous working conditions (Swastha & Handoko, 2015). Poor positioning or employee placement can be a problem in an organization. This can lead to imbalance as the employee skills are not in accordance with the duties, principles, and functions of an organization. Therefore, the development of human resource potential will be difficult. This question becomes a strong point for institutions or organizations that employ workers with different skills, experiences, and expertise.

A previous study by Banuasa (2018) focuses on the influence of employee placement on employee performance at Bappeda (Regional Development Planning Agency) in Gorontalo. The results of the study showed that employee placement had a significant effect on employee performance in this agency. The positive regression coefficient indicates that job placement has a good impact on employee performance. A total of 78.7% of the variability in employee performance in this agency can be explained by employee placement. Meanwhile, the remaining 21.3% can be explained by other variables such as work motivation variables, leadership style, work culture, work discipline, job descriptions, work environment, occupational safety and health, training and education, work communication, employee competence, and work stress levels.

A study by Elpudji (2018) emphasizes the influence of employee placement on employee performance at PT Djambi Waras. Employee placement has a significant effect on performance satisfaction at PT. Djambi Waras, Jambi City. This is indicated by a t-value of 6.047 which is higher than the t-table of 2.034. Thus,  $H_0$  is rejected and  $H_a$  is accepted. In other words, employee placement partially affects employee performance satisfaction. It can be said that the better the employee placement, the better the employee's performance. Another study by Henriani et al, (2021) focuses on the influence of job suitability on employee performance at the Population and Civil Registration Office, Enrekang Regency. The results showed that employee placement had a significant effect on performance satisfaction with a determination coefficient  $R^2$  of 0.351. This means that employee placement affects employee performance by 35.1% and the remaining 64.9% is influenced by other factors outside of this study. A study by Asri Nur Fadilah (2013) used the independent and dependent variables. The independent variables were the suitability of knowledge (X1) with indicators of formal and non-formal knowledge, suitability of abilities (X2) with indicators of physical and intellectual abilities, and suitability of expertise (X3) with indicators of technical expertise, social relations, and conceptual. The dependent variable was performance with indicators of quantity, quality, and time. The results of the study showed that the most significant influence is the suitability of abilities, while the smallest influence is the suitability of expertise. Razak, N., & Rusni, R. (2021) revealed that based on the results of multiple regression analysis, placement does not have a significant effect on employee performance; supervision has a positive and significant effect on employee performance, job satisfaction does not have a significant effect on employee performance in the Food and Drug Monitoring Agency (BPOM). Moreover, Usman, S., Rambe, M. F., & Jufrizen, J. (2021) found that partially and simultaneously, employee placement, compensation, and job training affect employee performance at the Mandailing Natal Regency Inspectorate.

A previous study concerning employee performance in Papua, Indonesia, revealed factors influencing organizational effectiveness. The study found that human resource planning and job analysis play a significant impact on employee performance, but placement does not (Taroreh et al., 2016). However, employee placement can indirectly affect employee performance through work motivation in certain departments (Indrawati et al., 2021). Employee placement, motivation, and work environment, are proven to have a positive and significant effect on performance when considered collectively, although motivation and work environment may not be significant individually (Siahaan & Bahri, 2019). Leadership, work motivation, and discipline also have a significant effect on employee performance in Papua where discipline has the most dominant effect

(Kuddy, 2017). These findings highlight the complex interactions among factors influencing employee performance in public organizations in Papua.

Unlike the previous study, this study focuses on the influence of employee placement on employee performance at the Social Affairs Office of Waropen Regency, Papua Province. This study aims to determine, analyze, and describe the influence of employee placement on employee performance at the Social Affairs Office of Waropen Regency, Papua Province.

### **Research Methods**

This study used a quantitative approach to identify the influence of independent variables on dependent variables. The dependent variable is employee performance and the independent variable is employee placement. This study involved 20 samples selected from a total population of 41 employees at the Social Affairs Office of Waropen Regency, Papua. Data collection methods covered questionnaires, observations, and documentation. The questionnaire was tested for validity and reliability to ensure its validity and reliability. A normality test was carried out to ensure whether the confounding variables or residues in the regression variable model were normally distributed or not. The hypothesis testing used the t-test and f-test. The t-test aims to determine whether each independent variable in the model partially influences the dependent variable. Meanwhile, the f-test aims to determine whether there is a total influence of the independent variable on the dependent variable.

### **Results and Discussion**

This study discusses the influence of employee placement on employee performance at the Social Affairs Office of Waropen Regency, Papua Province. Questionnaires were distributed to collect data from respondents. The number of respondents' responses from each variable indicator was calculated, namely the smallest number and the largest number to identify the indicator with the lowest scores and the causes.

First, for the employee placement variable, the indicator with the smallest score is work skills, namely 3.52. Employee placement in agencies is in accordance with the work skills indicator, namely 3.52. This means that many employees at the Social Affairs Office of Waropen Regency, Papua Province work not according to their experience. The results also showed that employee placement is not in accordance with skills due to some factors such as the quality of education, and not attending education and training. On the other hand, the indicator that has the highest score is

the age factor, namely 3.66, this indicates that the Social Affairs Office of Waropen Regency, Papua Province has placed its employees based on their age and provided opportunities and chances for employees with a younger age enabling them to create new innovations to the regional government system.

The education and training factor is important in employee placement because it can improve the quality of work and employees to carry out work in accordance with the expected tasks, functions, and good governance system (Utamy et al, 2020). Providing education and training has a major influence on employee placement because education and training are supporting factors in employee placement. This can be done to improve employee skills and quality to face changes both from bureaucracy and technology. Proper employee placement which considers educational background, work ability, and motivation is important to maximize work performance (Fitriaty & Vurwanti, 2015). The need for customized education and training programs, and careful consideration of employee placement strategies are needed to improve employee performance in Papua.

Second, in the employee performance variable, the indicator with the highest score is the task implementation indicator with a score of 3.62. Meanwhile, the indicator with the lowest score is responsibility with a score of 3.48 meaning that many employees are not responsible for carrying out the work. Responsibility is one of the important aspects in assessing employee performance as it covers the extent to which an employee can be trusted to complete assigned tasks independently and collaboratively. Research consistently shows that responsibility significantly affects employee performance in various organizations. Some studies revealed a positive and significant relationship between responsibility and employee performance in government agencies such as Statistics Indonesia (Rifmanensi et al., 2019; Baktiar et al., 2021). A study at the BKN Regional Office XII Pekanbaru shows that responsibility is the only factor among experience, knowledge, and work performance that significantly affects performance (Pramesti & Simanjuntak, 2023). Low scores on the responsibility indicator reflect deep-seated problems in employee performance, such as lack of discipline, initiative, compliance with procedures, or commitment to organizational goals. This can have a direct impact on decreased quality of work, lack of efficiency, and damage to the organization's reputation. Low employee performance in terms of responsibility requires a systematic intervention like training, providing clearer directions, and providing appropriate rewards or sanctions.

Based on the respondents' scores on the 2 indicators, this phenomenon occurs because the employees in the Social Affairs Office of Waropen Regency perform their duties and functions in

accordance with their skills and work experience. Meanwhile, in carrying out its responsibilities, it's less optimal because of a lack of work knowledge and experience.

The overall score of respondents' answers is 3.56 meaning that with the fulfilled performance, employees will be adjusted through employee placement. Of the four performance indicators, the task implementation indicator has the highest average score of 3.62 meaning that all employees of the Social Affairs Office of Waropen Regency, Papua Province, work practically and effectively (Teng, 2023).

The work results depend on the employee placement program. If this placement program is implemented properly, employee performance is expected to increase. In this study, the indicators used have a high influence on employee placement (Sihombing & Batoebara, 2019). The employee placement provides a positive effect on employee performance at the Social Affairs Office of Waropen Regency, Papua Province as indicated by the t-count value of 7.847 which is higher than the t-table value of 2.10982. Thus, H<sub>0</sub> is rejected and H<sub>1</sub> is accepted meaning that partially the placement of civil servants affects their performance so that the better the placement, the higher the satisfaction which will lead to positive impacts on the performance of the civil servants. The placement of civil servants has a major influence on improving performance, namely 77.4% and the remaining 22.6% is influenced by other variables outside of this study. The regression line  $y = a + bx$ , where  $y = 13,870 + 0.806x$  if  $b$  increases by 1% will result in an increase in the employee performance variable. The influence emerges due to the relationship between each indicator of 2 different variables. The extent of the influence can be identified from the relationship between each indicator.

Other studies have also revealed the positive influence of civil servant placement on performance improvement. Previous studies found that employee placement has a significant effect on employee performance in some government agencies and private companies. Employee placement had a significant partial effect on employee performance at the Food Crops, Horticulture, and Plantation Service of Sarolangun Regency (Susanto, 2021). Another study at the East Kalimantan Provincial Plantation Service revealed a positive relationship between appropriate employee placement and performance, where placement contributed 81.22% of performance variation (Atkhan et al., 2017). Another study also revealed that placement has a positive and significant partial effect on employee performance, while motivation and work environment do not (Siahaan & Bahri, 2019). In the private sector, employee placement also has a positive and significant effect on employee performance in PT. Satria Putra Jaya with a strong correlation coefficient of 0.780. This contributes 60.8% to performance variation (Murtiyoko, 2021). These

findings emphasize the importance of effective employee placement in improving employee performance across organizational settings.

In the public sector, effective placement of civil servants is crucial to ensure that public services work well. Effective employee placement provides a significant impact on employee performance. By placing employees in accordance with their competencies, interests, personalities, and long-term potential, organizations can increase productivity, job satisfaction, and operational efficiency. Proper placement also helps in employee career development and strengthens the team's performance and the organization. Thus, the placement program needs to consider various aspects from technical expertise to psychological factors as well as individual characteristics.

## Conclusion

Based on the results of the questionnaire, the indicators of employee placement dimension that have the smallest and highest scores are work skills and age factor, namely 3.52 and 3.66 respectively. Then, for the performance dimension, the task implementation indicator has the highest average score of 3.62, while the lowest is responsibility with a score of 3.48. This means that all employees of the Social Affairs Office of Waropen Regency, Papua Province understand and are able to carry out their duties well.

Based on the results of the statistical test on the extent of the influence between the two variables, the placement of civil servants has a positive effect on performance at the Social Affairs Office of Waropen Regency, Papua Province. This is indicated by the t-count value of 7.847 which is higher than the t-table value of 2.10982. Thus, H<sub>0</sub> is rejected and H<sub>1</sub> is accepted meaning that the placement of civil servants partially affects performance. The placement of civil servants has a major influence on improving performance, namely 77.4%, while the remaining 22.6% is influenced by other variables outside the study. The regression line is  $y = a + bx$ , where  $y = 13,870 + 0.806x$  if  $b$  increases by 1% it will result in an increase in the employee performance variable.

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