

***The Effect of Competence and Placement on the Performance of Civil Servants in Pamekasan Regency***

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**Keywords**

*Competence, Placement,  
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**Abstract**

*Human resources are the drivers of activities within the company. Every organization needs to pay attention to the management of human resources both competence, the process of placing employees which will later increase productivity in achieving the goals expected by the company. In 2021 the central government implemented a policy related to a major overhaul of the structural position changes of echelons III and IV in government agencies. The policy is implemented nationally so that the Pamekasan Regency government is also obliged to equalize structural positions to functional positions.*

*The research method used is quantitative. The sample of this study amounted to 73 echelon IV civil servants who were appointed from structural positions into functional positions. The analysis used is multiple linear analysis. The purpose of this study is to determine whether competence and placement affect the performance of civil servants in Pamekasan Regency. The results showed that partially competence had a positive and significant effect on the performance of civil servants in Pamekasan Regency, placement did not have an effect and was significant but had a positive value on the performance of civil servants in Pamekasan Regency. However, simultaneously competence and placement have a positive and significant effect on the performance of civil servants in Pamekasan Regency.*

## **INDRODUCTION**

Every organization has organizational goals to be achieved, to achieve these goals it needs the role of human resources. Humans are the main drivers because the existence of the company is very dependent on humans involved in the company's activities. The importance of human resources in the company encourages the management of its SDM management to receive special attention.

The contribution that employees make to the organization becomes a benchmark in carrying out their duties. The existence of employees should correspond to the needs of the organization aimed at maximizing employee performance. Human resource management must be carried out with the right process so that the human resource management system can run well so as to produce competent, skilled and professional employees.

Civil Servants are the main driving force of the wheels of government and the success of government administration depends on the performance of employees. In public organizations employees have an important role that is decisive in improving performance, employees cannot be replaced with anything like sophisticated technology. Government administration can run well due to the improvement of employee performance. Performance improvement is the most important part of a continuous management process.

In 2019 the government implemented a policy related to the overhaul of the civil apparatus of the state. This policy is carried out aimed at creating a bureaucracy that moves dynamically and professionally. The policy of simplifying positions from structural positions into functional positions, especially employees who serve echelons III and IV, this is an effort to increase effectiveness and efficiency to support excellent public service performance (Menpanrb, 2019).

This simplification policy in the first wave was applied to several central agencies. Furthermore, in the second wave, precisely at the end of 2021, local governments are required to simplify echelon IV positions to functional positions. Simplification of positions carried out by the Pamekasan Regency government there are several positions that are not in accordance with the positions needed in the region such as widyaiswara, coaches, researchers and nurse positions in health service agencies. This simplification policy causes one agency to have the same position and exceeds the needs of the regional secretariat

agency there are 27 policy analysts. Of course, this is a problem where in functional positions employees are required to carry out duties according to their expertise and are required to meet credit numbers, if the same number of positions exceeds the needs, it will cause the performance of their employees not to be carried out optimally.

The simplified position also does not correspond to the necessary competencies, educational qualifications, age and previous work experience. The management of personnel management in local government agencies needs to pay attention to the competence and suitability of position positions with the aim of improving employee performance. The equalization policy of office needs to be prepared so that the policy can be realized as expected. This can be a thought in this study related to the phenomenon of equalization of functional positions in Pamekasan Regency.

## **LITERATURE REVIEW**

### **HUMAN RESOURCE MANAGEMENT**

Human resource management is a function in the organization designed to help employees be productive in achieving organizational goals. According to Mathis and Jackson (2016) human resource management is the design of a formal system in an organization to ensure the effective and efficient use of employee talents to achieve organizational goals. A good organization will carry out good and appropriate management of human resources management because MSDM is the most central series to achieve organizational goals.

MSDM is an activity that is intended to fill in employees and retain high-performing employees. Human Resource Management according to Dessler (2017) states that policies and practices determine human aspects or human resources in management positions including the process of recruiting, training, assessing, and compensating employees, and paying attention to their employment relationships, health and safety, and fairness.

### **COMPETENCE**

Competence directly affects a person's performance leading to the knowledge, skills, abilities or personality characteristics of an individual (Haryono, 2018). Competence is the capacity to apply knowledge about different subjects, such as skills, values and attitudes, to complete one's job responsibilities

and to generate habits of thinking and acting according to one's work. Furthermore, according to Wibowo Expertise is defined as the capacity to perform or complete any task based on the information and skills required for a particular profession (Tsauri, 2014). McClelland (2020) argues that employee characteristics that are in employees referred to as "competencies" can be used to measure individual work performance and success in working within the organization.

Competencies have had a substantive impact on *Human Resource Management* practices as they open up new perspectives and initiate a movement for the investigation of more valid and reliable tools to assess individual work performance in the workplace. Leading business organizations are beginning to use competencies to recruit, select, develop and manage superior performance. According to Wyatt (2018) competence is the work ability of each employee including aspects of knowledge, skills and work attitudes in accordance with the provisions set.

## **PLACEMENT**

The employee placement process does not only apply to employees who fall into the category of promotion, mutation or demotion. According to Dessler (2020) employee placement is a process in which the scope of employee authority will have a reasonable chance of success.

According to Gomes (2021) placement is one of the functions of human resource management that needs to get the main attention because the good and bad performance of employees can be seen from the position placed. Bernadin and Rusel (2021) stated that knowledge, skills and abilities are criteria that must be met in employee placement. According to Werther & Davis (2015) there are factors to consider in the placement process, namely academic, experiential, physical and mental health, marriage and age.

## **PERFORMANCE**

*Performance* is the origin of the term performance taken from english which means the result of work or work performance. Performance can be measured by work as well as actions carried out by the workforce. Performance is the result of the achievements of each employee who works in a

company. Performance can be seen from the final result of both the quality and the amount of work.

Mathis and Jackson (2016) stated that employee performance is the result of employee work carried out within the company which is influenced by motivation, ability and support within the company. Robbins (2016) states that another term of "performance is *human output* that can be measured from productivity, absenteeism, employee turnover and satisfaction". Baron and Greenberg (2016) are of the view that *job performance* is the performance produced by racing. The aspects of performance appraisal in accordance with permenpan RB Number 6 of 2022 are: quantity, quality, cost, time, service orientation, work initiative, commitment, cooperation and leadership.

## RESEARCH METHODS

This research uses a quantitative approach where the research uses statistical analysis or numbers. The quantitative approach is a research method that has long been used by researchers, so this method is commonly referred to as traditional methods and positivistic methods because it is based on the philosophy of positivism. This type of research is associative, that is, analyzing the relationship between two or more variables. (Sugiyono, 2014).

The population in this study is all employees who have been appointed from structural positions into functional positions in Pamekasan Regency, totaling 273 employees. The sampling method is the *Cluster Random Sampling* technique, which is a technique used by determining the sample if the object to be studied is very broad (Sugiyono, 2016). The calculation of the sample of this study was carried out through the slovin technique. In this study, the type that will be used is a closed questionnaire by marking the checklist (✓) and the Likert scale.

The data analysis used in this study through instrument tests with validity test steps and reliability tests is being tested for classical assumptions with normality, multicholinearity and heterochedalistity test steps. Hypothesis test in this study using multiple linear analysis, t test, f test and determination coefficient.

## DISCUSSION

Validity tests are useful for detecting the severity and validity of statements that define variables or indicators. The results of the validity test in this study are as follows:

**Table 1 Validity Results**

Variable	Number of Statements	Coefesient Correlation	r-table	Information
Competence(X1)	6	0,569-0,779	0,1940	Valid
Placement(X2)	8	0,407-0,719	0,1940	Valid
Performance (Y)	7	0,590-0,803	0,1940	Valid

This study the value in each item of representation of free variables and bound variables obtained values above 0.1940, so that this data can be presented at a later stage and the result of the correlation coefesiencence value produces a value greater and positive than the table r value. It can be concluded that the entire X and Y indicators show valid values.

Consistency of response to each statement in the questionnaire given needs to be tested for reliability. The reliability test in this study is as follows:

**Table 2 Reliability Tesr Results**

Variable	Cronbach's Alpha	Information
Competence (X1)	0,788	Reliabel
Placement(X2)	0,694	Reliabel
Performance (Y)	0,815	Reliabel

The results of the reliability test of each variable can be observed that the value of Cronbach's Alpha in each variable has a value of >0.600. According to the requirements that the variables of Competence, Placement and Performance data are reliable and can be used as a measuring tool for this research.

The normality test is carried out with the aim of knowing whether the regression residue is normally distributed or not. The normality test can be carried out by going through the Kolmogorov-Smirnov Test. The normality tests in this study include:

**Table 3 Normality Test Results**

**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		73
Normal	Mean	.0000000
Parameters <sup>a,b</sup>	Std. Deviation	1.57058727
Most	Absolute	.098
Extreme	Positive	.059
Differences	Negative	-.098
Test Statistic		.098
Asymp. Sig. (2-tailed)		.077 <sup>c</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

The results of the kolmogrov sminov normality test through SPSS version23 can be seen that the sig value. 0.077. As per normality test requirements if sig value. above 0.05 then the regression model assumes normality. In this study obtained a sig value. 0.077 is greater than 0.05 so the regression model on this data assumes normality.

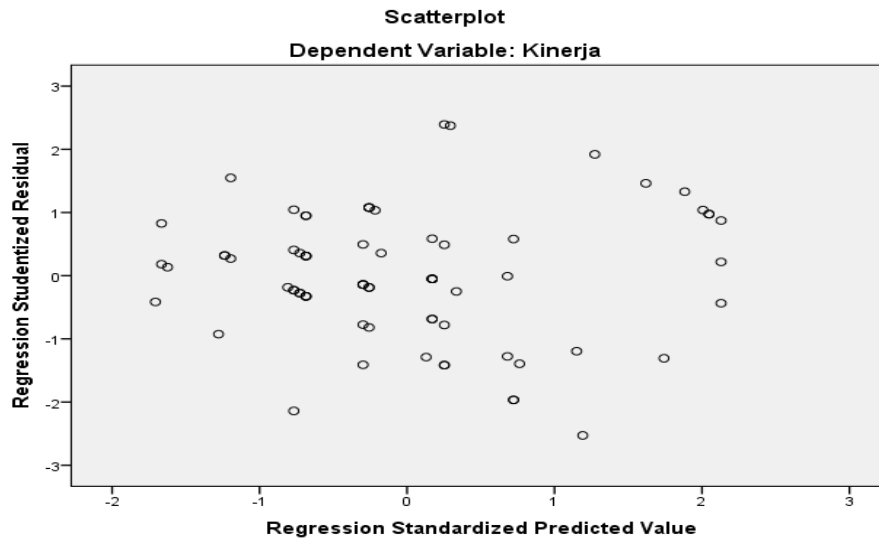
The multicholinerity test was carried out to test whether in the regression model there was a correlation between variables to the predictor variable (free). Multicholinerity testing in this study includes:

**Table 4 Multicholinerity Test Results**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
COMPETENCE	.264	3.788
PLACEMENT	.264	3.788

The results of the data above show a multicholinerity test that each predictor variable is greater than 0.1 and a VIF value of < 10. The conclusion is that between free variables does not occur multicholinerity.

The heteroscedasticity test intends to test whether in the regression model there is an inequality of variance from the residuality of one observation to another. This can be seen, among others:



**Picture 1 Heteroscedasticity Test Results**

The results of the heteroscedasticity test on the scatterplot chart can be seen in figure 1 of the impact of the dots when viewed from the Y axis above and below zero. The points look irregular and do not form a pattern besides that there are also no dots that are pressed. It can be concluded that there is no heteroscedasticity. Hypothesis proof in this study uses linear analysis. The purpose of using this regression equation model is to detect how much influence the competency and placement variables have on the performance of civil servants in Pamekasan Regency.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

The results of the Multiple Linear Regression analysis using the SPSS application were obtained, among others:



**Table 5 Multiple Linear Regression Analysis Results**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.289	2.430		3.000	.004
Competence	.784	.172	.690	4.553	.000
Placement	.075	.143	.080	.527	.600

The constant of 7,289 if the independent variables (Competence and Placement) are not considered, the maximum value of X1 and X2 is zero then the value of Y (Civil Service Performance in Pamekasan) is worth 5,920. The value of the regression coefficient for the Competency variable (X1) is 0.784. If the variable "competence" (X1) increases by 1 unit, the performance of civil servants in Pamekasan Regency will increase by 0.784 units assuming other variables are constant. The regression coefficient value of 0.075 for the Placement variable (X2) means that if the Placement (X2) has increased while other variables competence is constant, then the Performance of Civil Servants in Pamekaskan Regency increases by 0.075 units.

The F test was performed to simultaneously test the influence of the predictor variance with variables bound to this study.

**Table 6 F - Test Results**  
ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	241.436	2	120.718	47.579	.000 <sup>b</sup>
	Residual	177.606	70	2.537		
	Total	419.041	72			

a. Dependent Variable: Performance

b. Predictors: (Constant), Placement, Competence

The results of the F test show that the F-count value is 47.579 > F-table 3.98 and the significant value is 0.000 < 0.05 then H0 rejects and Ha accepts. This proves simultaneously that the variables of competence and placement affect the performance of civil servants in Pamekasan Regency.

The t-test intends to determine whether all free variables (Competence and Placement) affect partially against the dependent variable (Performance) with  $\alpha = 0.05$ . For the decision on the t-test is as follows:

**Table 7 t- test results**  
**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	241.436	2	120.718	47.579	.000 <sup>b</sup>
	Residual	177.606	70	2.537		
	Total	419.041	72			

a. Dependent Variable: Performance

b. Predictors: (Constant), Placement, Competence

The t-test proved the variables on placement (X2) of the t-count produced 0.527 indigo and 1.994 t-table and a significant level value of 0.05. As per the provisions of the t-table  $1.994 > t\text{-count } 0.527$  and calculating a significant value with a level of 0.05 shows that a significant level of  $0.600 > 0.05$  because the significant value is greater than 0.05 then the placement has no significant effect on performance, so it can be concluded  $H_0$  accept and  $H_a$  is rejected. This proves that the placement does not affect the performance of civil servants in Pamekasan Regency but the t-count value is positive.

The coefficient of determination is carried out to measure or see how much influence the variable X together has on the variable Y.

**Table 8 Coefficient of Determination Test Results (R2)**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.759 <sup>a</sup>	.576	.564	1.593

a. Predictors: (Constant), Placement, Competence

The results of the coefficient of determination test on the competency and placement variables resulted in an Adjusted R Square of 0.564 if changed to a percentage value of 56.4%. This percentage proves that the competence and placement of the impact on the performance of civil servants in Pamekasan Regency is 56.4% while the remaining amount ( $100\% - 56.4\% = 43.6\%$ ) is influenced by other variables.

## **1. The Relationship of Competence to the Performance of Civil Servants in Pamekasan Regency**

Based on the results of the competency hypothesis test, it has a positive and significant effect on the performance of civil servants in Pamekasan Regency. Spencer argues that competence has a close and strong relationship with performance (Sutedjo, 2018). According to Haryono (2018) competence directly affects employee performance leading to individual knowledge, skills, abilities or characteristics.

## **2. The Relationship of Placement to the Performance of Civil Servants in Pamekasan Regency**

Based on the results of the hypothesis test, it shows that the placement has no effect and is significant on the performance of civil servants in Pamekasan Regency. The test partially showed that the t-count is greater than the t-table and the sig value. greater than 0.05, so it can be concluded that  $H_0$  is accepted and  $H_a$  is rejected. This can happen because research on the equalization of functional positions is still newly implemented so that the impact of the policy on the employee placement process is still not significant.

The indicators used to measure placement in this study consisted of four indicators, namely academic achievement, experience, physical health and age. On the factor of academic achievement emphasizes on the educational background. Workers or employees who have higher education are placed at a low workload. Conversely, employees who have a low educational or academic background are placed in positions or positions with low workload and low responsibilities. This needs to be considered to create jobs that produce the best output. In old employees who experience mutations or transfer tasks in the placement process, the experience factor becomes a benchmark in placing employees in an organization.

## **3. Relationship of Competence and Placement to The Performance of Civil Servants in Pamekasan Regency**

This discussion will explain the answer to the formulation "Is there simultaneously an influence of competence and placement on the performance of civil servants in Pamekasan Regency?" The results of the F test showed a calculated F value of 47.579 at a significant level of 0.000 (significantly less than

0.05). The table F value of 3.98 is obtained from the denominator et al =  $V_2 = n$  (Sample Count) - k (Number of Variables) - 1 and the numerator et al =  $V_1 = k - 1, V_2 = 73 - 2 - 1 = 73 - 3 = 70$  and  $V_1 = 2 - 1 = 1$ . This means that the value of F counts  $47.579 > F_{table} 3.98$  and a significant rate of  $0.000 < 0.05$ . Therefore, the decision of  $H_0$  was rejected and  $H_a$  was accepted. This means that variable X (Competence and Placement) simultaneously affects the Performance of Civil Servants in Pamekasan Regency.

### **Conclusion**

Based on the results of data analysis tests, hypothesis testing and discussion, conclusions can be drawn, including:

1. Competence has a positive and significant influence on the performance of civil servants in pamekasan regency.
2. Placement does not have a significant and positive value on the performance of civil servants in pamekasan regency.
3. The influence of competence and placement simultaneously has a positive and significant influence on the performance of civil servants in pamekasan regency.

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