






Competency and Job Placement: The Key to Optimal Performance of State Civil Servants

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Abstract. Enhancing employee performance remains a significant challenge for companies, including the Lembang Artificial Insemination Center, which operates within the livestock industry. The effectiveness of human resource management plays a crucial role in maintaining and improving operational efficiency. Competence and job placement are two primary factors influencing employee performance, which must be managed strategically to ensure optimal productivity. This study, conducted using a quantitative approach with a sample of 67 employees, employs multiple linear regression analysis via SPSS version 26.0 to examine the relationship between these variables. The findings indicate that both competence and job placement significantly impact employee performance. Given these results, it is recommended that companies implement continuous evaluations and targeted development programs to enhance employee competence, ensuring alignment with job requirements. Refining job placement strategies by considering educational background, work experience, physical and mental health, marital status, and age is essential for fostering a more effective and efficient workforce. These measures can help organizations optimize employee performance, ultimately contributing to long-term business success

Keywords: Hall Insemination Artificial Lembang; Competence; Placements; Performance.

1 Introduction

Achieving organizational objectives relies on effective human resource management, where employees are the driving force in realizing corporate goals [17]. Ensuring that individuals possess the necessary skills and competencies aligned with company needs is crucial for optimizing job performance. In the era of globalization, continuous development of human resources must align with organizational advancements to maintain competitiveness. Organizational success heavily depends on human resource effectiveness, as employees play a pivotal role in sustaining operations and overall management [21]. Without human capital, other business elements, such as capital, finances, and machinery, cannot function efficiently [13]. Therefore, companies must foster optimal employee performance to achieve peak organizational performance. Business success hinges on the active engagement of all personnel in striving toward corporate goals, necessitating a highly competent workforce capable of delivering outstanding

performance. Employee performance directly influences overall corporate success [21]. Various studies on employee performance have been conducted across multiple industries, including food [15], telecommunications [25], logistics and services [1], property [22][19], regional government-owned enterprises (BUMD) [10][6], banking [11][12], services and manufacturing [7], state-owned enterprises (BUMN) [4][18], and even government agencies [5][2][15], highlighting its critical role across sectors.

Employee performance plays a crucial role in every aspect of a company's operations, making it essential for organizations to optimize workforce productivity. However, improving employee performance remains a significant challenge [16], as employees are the primary driving force behind all organizational activities. Therefore, companies must provide intensive attention and support to ensure employees perform at their best [12]. Performance-related issues are a common concern across various industries, affecting both public and private sectors [10]. This challenge is also evident at Lembang Artificial Insemination Center (BIB Lembang), which operates in the livestock sector by producing high-quality cattle semen to meet national demand. Over the past four years, employee performance at BIB Lembang has shown fluctuations, as illustrated in Figure 1, highlighting the need for continuous evaluation and improvement efforts.

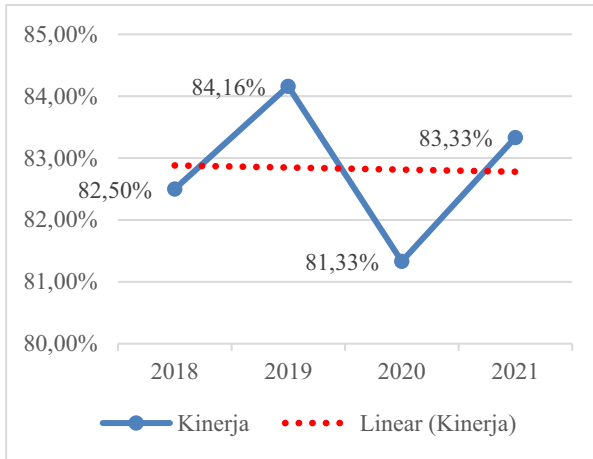


Fig.1. Bib Lembang Employee Performance 2018 - 2020

Figure 1 illustrates the fluctuating employee performance across various departments over the years. Between 2018 and 2019, performance levels varied across departments, but overall, they showed an upward trend towards the end of the period. However, performance scores declined in 2019-2020, likely due to the disruptions caused by the COVID-19 pandemic, which affected workplace operations. By 2020-2021, employee performance improved again, although not reaching the peak levels 2019, signaling a positive recovery. These trends indicate underlying performance-related challenges, with competence being a key influencing factor. Competence is a crucial human attribute encompassing effectiveness, performance, behavior, thinking patterns, and actions to achieve optimal results [8]. Beyond human resource management,

human resource development is vital in enhancing employee capabilities [17]. The primary focus of HR development is to improve workforce quality through activities such as training, career planning, organizational development initiatives, performance management, and evaluations. Training equips employees with the necessary knowledge and skills for their current tasks, while development focuses on long-term growth beyond immediate job responsibilities. Additionally, organizational development involves planned and systematic efforts to transform company culture, fostering a more conducive work environment that supports continuous improvement.

Interview results with the subsection staffing leader at Lembang Artificial Insemination Center reveal that employee competencies are shaped through training, educational background, and knowledge acquired from daily work experiences. As employees enhance their skills, their work quality naturally improves. Currently, all employees at the center undergo continuous competency development, which aligns with their growing responsibilities and the organization's objectives. This ongoing skill enhancement improves performance and opens up opportunities for employees to advance into higher functional positions as their expertise and abilities continue to develop.

Table 1. BIB employee Soft Year 2024.

List of Employee Education	
Elementary School	0
Junior High School	0
High School	22
D1	0
D2	1
D3	16
D4	4
S1	13
S2	11
S3	1
Amount	67

Competence refers to an employee's ability and capability to complete various tasks within a specific work context, incorporating intellectual and physical elements [20]. As shown in Table 1, the educational backgrounds of employees in 2024 exhibit diversity, contributing to variations in internal work skills. Companies must manage and develop highly skilled employees to achieve optimal performance by maintaining and enhancing their competencies. Competence is a key characteristic that influences how effectively individuals perform their tasks, reflected in their thought processes and strategic approaches [8]. One critical strategy for maximizing employee performance is proper job placement, ensuring that employees with the right skills and abilities are assigned roles aligning with their expertise. This concept, "the right man in the right place," ensures that employees can efficiently complete their tasks while minimizing errors, ultimately leading to optimal performance [3]. Effective workforce management relies on accurate employee placement, as a company's success depends on securing competent personnel for the required roles. Job placement is more than assigning employees to positions; it involves carefully matching their qualifications with job

requirements and workplace conditions [24]. Proper placement also entails assigning responsibilities and granting authority appropriate to the role, ensuring accountability and efficiency in task execution. According to [23], strategic employee placement is essential for aligning individuals with roles that best match their expertise, skills, and capabilities, enabling them to contribute effectively to organizational success.

An interview conducted with the Head of the Staffing Subsection in March 2022 revealed that job placement at the Lembang Artificial Insemination Center follows established regulations, where functional employees are generally promoted every four years to fill designated positions. Meanwhile, promotions for specific functional employees occur when they meet the required credit score for a position within the agency. This system implies that employees may be assigned roles that do not align with their educational backgrounds. However, employees are expected to adapt to their assigned positions as they develop their knowledge and skills. If left unaddressed, this misalignment could negatively impact the agency and the individual employees, necessitating regular evaluations to prevent declines in employee performance over time. Given these concerns, this study aims to explore key research questions: (1) How does competence influence employee performance? (2) What is the impact of job placement on employee performance? (3) How do competence and job placement collectively affect employee performance?

2 Methods

This study involves employees from the Lembang Artificial Insemination Center and aims to investigate the impact of competence and job placement on employee performance. A quantitative approach is employed, utilizing a saturated sampling technique, meaning that all employees within the population are included in the study. Data analysis is conducted using the Multiple Linear Regression method, with the assistance of SPSS 26.0 statistical software for Windows, ensuring precise and reliable results in examining the relationships between the studied variables.

3 Results and Discussion

The results of this study include an analysis of the relationship between competence and employee performance at the Lembang Artificial Insemination Center, tested using the Multiple Linear Regression method. This analysis aims to determine how employee competence influences performance, providing insights into how skill development and knowledge enhancement contribute to organizational effectiveness. The findings highlight the importance of continuous competency improvement in optimizing employee productivity and achieving institutional goals.

Table 2. Multiple Linear Regression Test Output.

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,372	4,116		2,520	,014
	Kompetensi	,588	,190	,374	3,091	,003
	Penempatan Kerja	,623	,131	,577	4,759	,000

a. Dependent Variable: Kinerja Pegawai

From Table 2 regarding coefficient regression, the following equation is obtained linking multiple linear regression competency, placement work, and performance employee as follows:

$$Y = 10.372 + 0.588 X_1 + 0.623 X_2$$

The multiple linear regression equation reveals that the constant value of 10.372 represents the baseline employee performance when both competence (X1) and job placement (X2) are zero. The regression coefficient of 0.588 indicates that for every unit increase in competence while keeping job placement constant, employee performance increases by 0.588. Conversely, a decrease in competence leads to a 0.588 decline in performance. Similarly, the regression coefficient of 0.623 suggests that every unit increase in job placement, with constant competence, results in a 0.623 increases employee performance. Conversely, a decline in job placement would reduce employee performance by 0.623. This confirms that competence and job placement significantly and positively impact employee performance.

Table 3. Determination Coefficient Test Output.

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,935 ^a	,875	,871	1,16843

a. Predictors: (Constant), Penempatan Kerja, Kompetensi

b. Dependent Variable: Kinerja Pegawai

The coefficient of determination (R^2) of 87.50% indicates that 87.50% of the variation in employee performance can be explained by competence and job placement, as examined in this study. Meanwhile, the remaining 12.50% is influenced by other factors not included in this research, such as work motivation, leadership style, organizational culture, or external economic conditions. This high R^2 value suggests that competence and job placement strongly predict employee performance at the Lembang Artificial Insemination Center.

The F test assesses the overall significance of competence and job placement on employee performance by comparing the calculated F value (F count) with the critical F value (F table). Suppose the F count is greater than the F table value and the significance level (p-value) is less than 0.05. In that case, the independent variables (competence and job placement) jointly significantly affect employee performance. The ANOVA test results presented in Table 4 provide statistical evidence supporting the validity of the regression model, as explained in [9].

Table 4. F Test Output.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	609,253	2	304,626	223,133	,000 ^b
	Residual	87,374	64	1,365		
	Total	696,627	66			

Based on Table 4, the ANOVA test results indicate that the significance level (Sig) = 0.00, which is less than 0.05. This leads to rejecting the null hypothesis (H0) and accepting the alternative hypothesis (Ha), confirming that competence and job placement significantly affect employee performance at the Lembang Artificial Insemination Center.

Furthermore, the F test was used to assess the influence of independent variables (competence and job placement) on the dependent variable (employee performance). The calculated F value (F count) of 233.133 exceeds the F table value of 3.14 for 67 respondents at a significance level of $\alpha = 0.05$. Since F count > F table, this further validates that competence and job placement significantly influence employee performance.

The t-test was conducted to evaluate the significance level of the influence of independent variables (competence and job placement) on the dependent variable (employee performance). The results of the t-test analysis are presented in Table 5.

Table 5. t Test Output.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,372	4,116		2,520	,014
	Kompetensi	,588	,190	,374	3,091	,003
	Penempatan Kerja	,623	,131	,577	4,759	,000

Table 5 shows the t-test results using the SPSS 26.0 *for* Windows program to determine whether the independent variable significantly affects the dependent

variable. The results show a calculated t-value of 3.091 for competency and 4.759 for job placement. With a t_{table value} of 1.997 so that the calculated t value is greater than the t_{table}, then:

- For competency (X1): $3.091 > 1.997$, so it can be concluded that H₀ is rejected and H_a is accepted.
- For job placement (X2): $4.759 > 1.997$, so it can be concluded that H₀ is rejected and H_a is accepted.

This indicates that competency and work placement significantly impact employee performance.

4 Conclusions

The findings of this study confirm that competence significantly influences employee performance. Employees with higher competence levels possess the necessary skills and expertise to complete tasks more effectively, leading to improved performance outcomes. Equally important is job placement, which plays a critical role in shaping employee productivity. When employees are positioned in roles that align with their skills and expertise, their efficiency increases, resulting in higher performance.

To ensure sustained optimal performance, it is recommended that the Lembang Artificial Insemination Center implement regular competency evaluations, targeted training programs, and professional certifications to enhance employee capabilities continuously. Additionally, refining job placement strategies will ensure that key positions are occupied by the most qualified individuals, maximizing organizational efficiency and driving continuous improvement.

This study provides clear empirical evidence that competence and job placement positively and significantly impact employee performance at the Lembang Artificial Insemination Center. Therefore, strategic human resource management initiatives focused on competency development, and effective placement will be key to enhancing overall organizational success.

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