The Effect of Competence and Job Placement on Employee Performance at the Regional Revenue and Asset Management Agency of Sibolga City

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ARTICLE INFO	ABSTRACT
Keywords: competence, job placement, employee performance, BPKAD Sibolga	This study aims to analyze the influence of competence and job placement on employee performance at the Regional Revenue, Finance, and Asset Management Agency (BPKAD) of Sibolga City. The research sample consisted of 60 employees selected through purposive sampling. Data were collected using a questionnaire that had been tested for validity and reliability and were analyzed using multiple linear regression. The results indicate that competence has a strong correlation with performance (r = 0.740), while job placement has a correlation of 0.667. Simultaneously, competence and job placement contribute 63.9% to employee performance. The t-test and F-test results show that both variables significantly influence performance, either partially or simultaneously. These findings highlight the importance of employee competence development and appropriate job placement according to skills and job characteristics to enhance organizational performance.
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INTRODUCTION

Human resources (HR) are a key factor in the success of any organization, including government institutions. Employees serve as essential elements of the apparatus, contributing to the implementation of the main tasks and functions of government, development programs, and public services. Regardless of how well systems and facilities are in place, without competent human resources, these resources cannot provide optimal benefits (Kaharuddin, 2023).

In the era of globalization, organizations face intense competition, requiring the ability to create a competitive advantage. One strategic effort is to enhance employee competence across various fields, which in turn demands that organizations work effectively and efficiently. Competence is defined as the ability to perform tasks or jobs based on relevant skills, knowledge, and work attitudes aligned with job requirements. Competent employees demonstrate professionalism in their field and increase the organization's capacity to adapt to change (Wibowo, 2020).

In addition to competence, employee placement is another critical factor affecting performance. Employee placement should align with abilities, educational background, expertise, and work experience to achieve the principle of the right man on the right place and the right man on the right job (Hasibuan, 2018). Improper placement, for example due to personal connections or nepotism, can lead to decreased performance, boredom, and low motivation. Effective placement allows employees to utilize their abilities optimally, balance organizational needs with individual capabilities, and support overall organizational productivity (Suwatno, 2019).

At BPKAD Sibolga City, there are observable mismatches between employees and the educational qualifications or competencies required for certain positions. For instance, the Head of the Agency is occupied by an employee with a Bachelor of Engineering, although the position should ideally be held by a graduate in Accounting or Finance. Another example is the Subdivision Head of Regional Revenue Data, filled by a law graduate, whereas the role requires a background in economics or public administration. Additionally, employees with over ten years of work experience and postgraduate education are placed in general functional positions, limiting their understanding of tasks and affecting performance. This is evidenced by frequent errors, delays in task completion, and suboptimal work quality (BPKAD Sibolga, 2025).

Based on these conditions, this study aims to analyze the influence of competence and job placement on employee performance at BPKAD Sibolga City. The study is expected to provide theoretical contributions to enhance understanding of competency-based human resource management and practical contributions to optimize employee management.

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This research identifies several main issues: employees working outside their competency, frequent errors and delays in task completion, employee placement systems that do not fully consider job analysis, insufficient attention to Baperjakat recommendations, and the need for overall performance improvement. The study is limited to the influence of competence and job placement on employee performance at BPKAD Sibolga, so other variables potentially affecting performance are excluded from this study.

Accordingly, the research problems are formulated as follows: first, does competence influence employee performance; second, does job placement affect employee performance; and third, do competence and job placement jointly influence employee performance at BPKAD Sibolga. The objectives of this study are to determine the effect of competence on employee performance, to identify the effect of job placement on employee performance, and to analyze the joint effect of competence and job placement on employee performance.

This study is expected to provide theoretical contributions by expanding the understanding of human resource management theory applied in organizational practice. Practically, it can serve as an evaluation tool for BPKAD Sibolga to optimize employee management and provide an academic reference for STIE Al Washliyah Sibolga/Tapanuli Tengah and other researchers interested in similar topics.

Previous relevant studies support similar findings. Christina, Gloria, Haruka, and Assa (2020) found that competence and job placement simultaneously positively affect civil servant performance at the Ministry of Public Works and Public Housing (PUPR) in the Secretariat Division of the Directorate General of Water Resources. Verawaty (2023) reported similar findings for employees of the Aceh Government Liaison Agency in Jakarta. Kusumawardana (2023) noted that the direct effect of competence and job placement on performance is more dominant than via job satisfaction as an intervening variable. Differences in previous studies relate to location, time, and analytical methods, but the variables are consistent with this study, namely competence, job placement, and employee performance.

The conceptual framework of this study emphasizes that employee competence is essential for supporting work productivity. Competent employees bring the right knowledge, skills, and attitudes to their tasks, contributing to organizational performance improvement (Wibowo, 2020). Furthermore, appropriate employee placement according to competence is expected to enhance performance effectiveness and efficiency, as employees who fit their positions can carry out responsibilities optimally (Suwatno, 2019; Mathis & Jackson, 2018; Hasibuan, 2010).

Based on this framework, the research hypotheses are as follows: first, competence positively affects employee performance; second, job placement positively affects employee performance; and third, competence and job placement simultaneously positively affect employee performance at BPKAD Sibolga City.

METHODS

This study employed a quantitative method based on positivism to examine the influence of competence and job placement on employee performance. The research was conducted at the Regional Revenue and Asset Management Agency (BPKAD) of Sibolga City from April to September 2025. The population consisted of all civil servants at the agency, totaling 60 individuals, and the sample was obtained using a saturated sampling technique, meaning the entire population was used as the sample.

The data collected included quantitative data, in the form of numerical results from calculations or measurements, and qualitative data obtained through observations and interviews. Data sources comprised primary data, collected directly via questionnaires, interviews, and observations, as well as secondary data from books, journals, and related documents. The research variables consisted of two independent variables, namely competence and job placement, and one dependent variable, namely employee performance. All variables were measured using a Likert scale ranging from 1 to 5, and their validity and reliability were tested before analysis.

Data collection was carried out through questionnaires, interviews, observations, and literature review. Data analysis was performed using multiple linear regression with the assistance of SPSS version 26, accompanied by classical assumption tests (normality, multicollinearity, and heteroscedasticity). Statistical tests included correlation analysis, coefficient of determination (R²), t-tests for partial effects, and F-tests for simultaneous effects. The regression model used was:

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

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where Y represents employee performance, X_1 is competence, X_2 is job placement, α is the constant, β_1 and β_2 are regression coefficients, and ε is the error term. Hypotheses were tested at a 5% significance level, with $t_{count} \geq t_{table}$ and $F_{count} \geq F_{table}$ indicating a significant effect.

RESULTS AND DISCUSSION

Results

This study involved 60 employee respondents from the Regional Financial, Revenue, and Asset Management Agency (BPKAD) of Sibolga City. Based on age characteristics, the respondents were dominated by employees aged 32–40 years (52%), followed by those aged 41–49 years (27%), 50–58 years (13%), and 23–31 years (8%). In terms of gender, the majority of respondents were male (62%), while females accounted for 38%. Based on educational level, most respondents held a Bachelor's degree (S1) at 50%, followed by Master's degree (S2) holders at 18%, Diploma graduates at 17%, and high school or equivalent education at 15%.

The results of the descriptive analysis indicate that the competency variable has an average value of 3.89, which falls into the good category. The job placement variable obtained an average value of 3.91, which is also categorized as good. Meanwhile, the employee performance variable obtained an average value of 4.03, indicating that employee performance is in the good category.

The results of the research instrument testing show that all questionnaire items for the competency, job placement, and performance variables have calculated r-values greater than the r-table value (0.360), indicating that all items are valid. Furthermore, the reliability test results show that the Cronbach's Alpha values for each variable are above 0.600, namely 0.860 for competency, 0.871 for job placement, and 0.903 for performance, indicating that all research instruments are reliable.

The classical assumption tests indicate that the research data meet the requirements for regression analysis. The normality test shows that the data are normally distributed, the multicollinearity test indicates tolerance values greater than 0.10 and VIF values less than 10, meaning that no multicollinearity occurs, and the heteroscedasticity test shows no specific pattern in the scatterplot graph, indicating that heteroscedasticity does not occur.

The correlation test results show that competency has a strong relationship with employee performance with a correlation value of 0.740, while job placement has a correlation value of 0.667 with employee performance. Simultaneously, competency and job placement have a correlation value of 0.799 with performance. The coefficient of determination (R^2) value of 0.639 indicates that competency and job placement explain 63.9% of employee performance, while the remaining percentage is influenced by other variables not examined in this study.

The results of the multiple linear regression analysis produce the following equation:

$$Y = 0{,}572X1 + 0{,}391X2 + e$$

The t-test results show that competency (t-count = 5.522) and job placement (t-count = 3.775) partially have a significant effect on employee performance because the t-count values are greater than the t-table value (2.002) with a significance level of 0.000 < 0.05. In addition, the F-test results indicate that competency and job placement simultaneously have a significant effect on employee performance, with an F-count value of 50.38, which is greater than the F-table value of 3.16.

Discussion

The results of the study indicate that competency has a significant influence on the performance of employees at BPKAD Sibolga City. This is evidenced by the correlation value of 0.740, which indicates a strong relationship between competency and employee performance. Good competency, which includes knowledge, skills, and work attitudes, can improve employees' ability to complete tasks and achieve organizational targets.

Job placement is also proven to have a significant influence on employee performance with a correlation value of 0.667. Proper job placement that aligns with employees' educational background, abilities, and job characteristics can help employees work more effectively and efficiently. However, some employees still do

not fully understand the main duties and functions of their positions and the job characteristics that match their abilities, which requires attention from organizational leaders.

Simultaneously, competency and job placement have a significant influence on employee performance. This is indicated by the coefficient of determination value of 63.9%, which shows that these two variables contribute significantly to improving employee performance. Therefore, improving employee competency through training and education, as well as implementing appropriate job placement based on employees' expertise and qualifications, is crucial for enhancing organizational performance.

The findings of this study are also consistent with previous research stating that competency and job placement are important factors influencing employee performance. Therefore, organizations need to pay attention to competency development and implement appropriate job placement policies to continuously improve employee performance and achieve organizational goals effectively.

CONCLUSION

Based on the results of the study, competence and job placement have a significant influence on the performance of employees at the Regional Revenue and Asset Management Agency (BPKAD) of Sibolga City, with correlation coefficients of 0.740 and 0.667, respectively, which are categorized as strong. The coefficient of determination of 0.639 indicates that 63.9% of the variation in employee performance can be explained by competence and job placement, with the multiple linear regression model expressed as $Y = 0.572X1 + 0.391X2 + e$. Both variables contribute significantly to employee performance, either partially or simultaneously. Therefore, it is recommended that BPKAD management periodically evaluate and enhance employee competence, align job characteristics with individual abilities, provide training and socialization regarding main tasks and functions, update competency requirements according to current developments, and offer spiritual and mental guidance. Further research is also necessary to examine other factors that may affect the performance of BPKAD employees in Sibolga City.

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