THE EFFECT OF WORK PLACEMENT AND WORKLOAD ON EMPLOYEE PERFORMANCE THROUGH COMPETENCY

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Abstract: The purpose of this research is to see the direct and significant effect on work placement and workload on employee performance through competence as the intervening variable. This research is using census method 83 sample correspondents of the Secretariat Directorate General of Community Development Secretariat. Data in this research were questionnaires and observations. Data analysis in this research is path analysis and is processed with SPSS version 22. This research concludes that work placement has a direct and significant effect on competence, workload has a direct and significant effect on competence, work placement has no direct and no significant effect on performance, workload has a direct and significant effect on performance, competence has no direct and no significant effect on performance, work placement has an indirect effect on employee performance through competence, and workload does not directly affect staff performance through competence.

Keywords: Work Placement, Workload, Competency and Employee Performance

INTRODUCTION

Based on Presidential Regulation of the Republic of Indonesia Number 27 of 2020 concerning the Ministry of Public Works and Public Housing (PWPH), the Ministry of PWPR has the task of carrying out government affairs in the field of public works and public housing to assist the President in running the government. PWPH functions as the formulation, stipulation and implementation of policies in the field of water resources management, road administration, housing provision and residential area development, infrastructure financing, building arrangement, drinking water supply systems, waste water management systems, environmental drainage, solid waste, and construction services coaching.

With the formation of 34 Construction Services Election Implementation Centers in 2019 there is a difference between the supply of employees and the current number of employee needs, because some employees of the Secretariat of the Directorate General of Construction Services are assigned to the Construction Services Selection Implementation Hall. This has resulted in HR management that has not been shown to be optimally implemented, such as the placement of employees who are not in accordance with their educational background and competencies, vacancies in certain positions, or even excess employees in certain positions, due to changes in nomenclature or employee transfer to Other provinces.

The number of civil servants has increased significantly by 655 people from last year due to the formation of 34 Construction Services Selection Implementation Centers. Meanwhile, the workload of the Directorate General of Construction continues to increase with additional tasks and functions in 2019 and an increasing budget. To help carry out daily tasks, the Directorate General of Construction has recruited 374 non-PNS employees consisting of 200 employees with administrative positions and 174 well-known non-substance employees in 49 work units. In addition, the Directorate General of Construction has recruited 162 Individual Support Staff. Individual Support Staff are sub-professionals who are contracted individually through other service spending accounts with the task of assisting in the administration of activities.

The Secretariat of the Directorate General of Construction has 51 civil servants and recruits 48 non-civil servants consisting of 8 administrative positions and 16 non-substance employees and 24 individual support staff. Based on observations, there are several employee placements that do not match their educational background. This can hinder the ability of employees to adjust and adapt to the type of work assigned so that the work is completed and reaches the maximum and can affect employee morale due to the mismatch of placements with their
competencies. This condition, if left unchecked, cannot cause organizational inefficiency such as a less productive work atmosphere, employees have a low work ethic, or vice versa, employees are overwhelmed because they are under accumulated work pressure and result in work results that are not as expected.

THEORETICAL BASIS

A. Employee Performance

Performance is a work process carried out by a person or group of people with full awareness according to the given responsibility. Employees are people who work in a company or institution to carry out tasks according to the agreement and provide services to companies or organizations that require labor services with remuneration in the form of salaries or compensation and other compensation. The definition of employee performance is the work result of both the quality and quantity of employees in a certain period of time in accordance with the given responsibilities. According to Busro (2018: 99) the dimensions and performance indicators of employees are:
1. Work results: Quality of work results, quantity of work results, carry out tasks
2. Worker: Work discipline, initiative, thoroughness
3. Personal traits: Honesty, creativity.

B. Work Placement

Placement is a policy taken by the leadership of an organization or company, or the personnel department to determine whether an employee is still permanent or not placed in a certain position or position based on the consideration of certain expertise, skills or qualifications (Scholar et.al.2017). Work is a dynamic and valuable activity, which cannot be separated from physical, psychological and social factors. Work is the energy expended by a person using skills, skills to get an imbalance of salary, wages and other compensation. Employee job placement is a follow-up to recruitment. Job placement is the process of assigning or filling a position or reassigning an employee to a new or different job with due regard to these knowledge, skills and abilities in order to achieve organizational goals with optimal results. Suwarno (2012: 129), work placement consists of the following dimensions and indicators:
1. Education: implied education, alternative education
2. Work knowledge: Understanding the theory, understanding the rules.
3. Work skills: mental skills, physical skills, social skills, empathy skills.
4. Work experience: Work to be done, to do work.

C. Workload

Burden is a group or a number of quantities that must build an organizational unit or office holder within a certain period. Expenses are sacrifices or expenses from economic sources that can measure the value of money to realize the amount of income in one accounting period. Burden is the responsibility one has to take to get results. Work is defined as an attempt to get stages to meet needs. Work is a form of effort carried out by humans in order to get a stage to meet all economic needs.

Workload is a condition in which workers are faced with tasks that must meet a certain time which must be balanced with the ability of the body and adjusted to the number of existing employees. Workload is the amount of work that must be carried by a position and must be built in a certain period. Workload is an activity that must be carried out in accordance with the given responsibilities and authorities. Workload is a task or work that must be done properly in quantity and quantity that must be done by a worker in a certain period of time.

In the SWAT (Subjective workload assessment techniques) method of human work performance consists of three dimensions of the size of the workload served by performance, namely:
1. Load time (load time): Working time, rest time used.
2. Mental effort load (mental effect load): Responsibility, work complexity, workmotions.
D. Competence

Competence means skills, abilities, and authority. Competence is needed to deal with organizations that have very fast changes, the development of very complex and dynamic problems and the uncertainty of the future in people's lives. Competence is the basis of a person's skills and abilities to do a job properly and be able to achieve the expected results. Competence is the capacity that exists in someone who has certain abilities and skills so that it is easier to do something with the expected results. Competence is the level of skills, abilities, knowledge and behavior an individual has in carrying out the tasks assigned by the organization. Competence is a person's ability which is based on the knowledge, attitudes and attitudes of a person so that they can carry out the assigned task according to learning and experience. According to the theory put forward by Muhammad Busro (2018: 35) tested with the following dimensions and indicators:

1. Knowledge (knowledge), awareness in the cognitive field with the indicators:
   Identification of learning, a good way of learning in accordance with existing needs in the company.

2. Understanding (understanding), namely the depth of cognitive and affective possessed by individuals, with the indicators:
   Good understanding of facts, effective and efficient working conditions.

3. Value (value) a standard behavior that has been regulated psychologically has integrated in a person with the indicators:
   Honesty, openness, democracy.

4. Ability (skill), which is something that is owned by an individual to carry out a task or job is assigned to employees with the indicator:
   More effective, efficient work methods.

A. Attitudes, namely feelings of displeasure, dislike) or reactions to stimuli that come from outside with the indicators:
   Reactions to economic crises, feelings of salary increases.

5. Interest (interest), namely the tendency of a person to do an action with the indicators:
   Work activity, work morale.

RESEARCH METHODS

Research on employees of the Secretariat of the Directorate General of Construction, Ministry of Public Works and Public Housing, which is located at Jalan Patimura No. 20 Kebayoran Baru, South Jakarta was held from March 10, 2020 to April 10, 2020. The population is all employees of the Secretariat of the Directorate General of Construction, Ministry of PWPH, as many as 83 employees using the census method, so all populations are used as samples.

Quantitative research consists of three independent variables and one variable. The types of data used are primary data and secondary data. Tests carried out on data that have been collected from respondents are the Validity Test, Reliability Test, Normality Test, Descriptive Statistics, Classical Assumptions, and Multiple Linear Regression Analysis in order to answer the research hypothesis. Data were analyzed using the SPSS (Statistical Product and Services Solution) application 23.

RESEARCH RESULTS AND DISCUSSION

1. Descriptive Analysis
   The descriptive analysis of the research provides an overview of the data from the minimum value, maximum value, mean, and standard deviation.

2. Data Normality Test
   Normality of data is a basic requirement that must be met in parametric analysis. Data normality is important because with normally distributed data, the data can represent the population.

3. Multicolonierity Test
   A regression model should not run perfectly between the independent variables. The consequence of multicollinearity is that nothing is uncertain and the error becomes very large. The multicolonierity test results show no variables that have a VIF value greater than 10 and there is no tolerance value smaller than 10% or a value less than 0.1. All research variables were not found between the independent variables.
4. Autocorrelation Test

Autocorrelation represents between records between observations arranged according to time or place. A good regression model should not have autocorrelation. The test method uses the Durbin-Watson test (DW test).

5. Heteroscedasticity Test

Heteroscedasticity is a residual variant that is not the same across all observations in the regression model. Good regression should not be heteroscedasticity. The results of heteroscedasticity indicate that the points are randomly distributed, both above and below the 0 (zero) number on the Y axis. So that the proposed regression model can be analyzed for analysis because the classical assumptions that surround it are not heteroscedasticity.

The significance value of work placement is 0.000 <0.05 and the workload variable is 0.15 which shows that the results of the path 1 analysis have a significant effect on the competency variable. Based on the output data of the regression coefficient of structure 1, the equation is as follows: \( Z = c_1 0.6316 + 0.633X_1 +0.214 X_2 \) regression the equation can be described as follows:

- a. The amount of job opportunity that affects competence is 0.6332 = 0.401 or 40.1%.
- b. The amount of workload contribution that affects competence is 0.2142 = 0.046 or 4.6%.
- c. The amount of work opportunity and the contribution of workload simultaneously that affect competence is 0.601 = 60.1%, the remaining 39.9% are factors outside this study.

Based on the data processor, the value of R Square, on the 2nd path analysis is 0.613 or 61.3%, this shows that the contribution of the influence of the placement and workload variables through competence on employee performance is 61.3% while the remaining 38.7% is other supporting factors that are not included in research or not researched.

Based on the path 2 analysis, the variable assignment value is 0.092> 0.05 so it is not significant to employee performance, while the workload variable value is 0.000 <0.05 so that it is significant and the sig value competency variable is 0.071> 0.05 so it is not significant to employee performance.

The equation is as follows:

\[ Y = c_2 0.6221 + 0.185X_1 + 0.519 X_2 + 0.199 \]

From the regression equation, it can be described as follows:

- a. The amount of job opportunity that affects employee performance is 0.1852 x 100% = 3.42%.
- b. The amount of workload contribution that affects employee performance is 0.5192 x 100% = 26.9%.
- c. The amount of work opportunity and workload simultaneously influence employee performance is 0.6221 = 62.21%. The remaining 0.6221 x 100% = 38.7% factors outside this study.

CLOSING

A. Conclusion

Based on the results of research and discussion, the following research is obtained:

1. Job placement has a direct and significant effect on the competence of employees of the Secretariat of the Directorate General of Construction.
2. Workload has a direct and significant effect on employee competence at the Secretariat of the Directorate General of Construction.
3. Work placement has no direct and insignificant effect on the performance of the Employees of the Secretariat of the Directorate General of Construction.
4. Workload has a direct and significant effect on the performance of the employees of the Secretariat of the Directorate General of Construction.
5. Competence has no direct and insignificant effect on the performance of the employees of the Secretariat of the Directorate General of Construction.

B. Suggestions

Some suggestions that are expected to improve employee performance are:

1. It is expected that the right placement takes into account formal and non-formal educational backgrounds, abilities, expertise according to the right needs, so that what is the goal of the organization will achieve optimal results and create efficiency in work.
2. It is better if at this time the tasks can be more evenly distributed in each subsection so that the workload can be divided evenly. Monitor and study all programs and results to comply with the standard amount of time available as evaluation material in job appraisals which will provide employee performance improvements.

3. A leadership style that is expected to act fairly and provide equal opportunities to all employees to have an opinion. Upholding equality, communicating well with employees to determine a joint decision within the organization to achieve a goal.

4. It is advisable to carry out placements according to skills, abilities, education, and workload and competencies that can be carried out with education and training to achieve optimal employee performance.

BIBLIOGRAPHY