

# Analysis of Employee Placement on Employee Performance at the Regional Secretariat of the City of Pematangsiantar in 2024

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## ABSTRACT

This study aims to analyze the relationship between employee placement and employee performance at the Regional Secretariat of Pematangsiantar City. This research uses a descriptive qualitative approach, with data collection conducted through documents and questionnaires distributed to employees. The results showed that employee placement has a significant relationship to their performance. Factors such as level of education, knowledge, skills and work experience play an important role in improving the quality of work, quantity of work and timeliness of employees in fulfilling their duties and responsibilities. However, the placement of employees at the Regional Secretariat of Pematangsiantar City is not fully optimal, because there are still employees who are placed not in accordance with their educational background or age that does not support the position. This study provides recommendations so that the employee placement process pays more attention to the right ones in order to increase the effectiveness of organizational performance.



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## 1. INTRODUCTION

Human resource management is a series of steps taken to overcome various challenges involving personnel such as employees, workers, laborers, managers, and other team members, in order to support the smooth operation of an organization or company towards achieving predetermined goals (Esther Kembauw, Sri Mulyono, Hetty Ismainar, et al., 2020:1). Human resources are the core of an organization, like the backbone that provides strength. Whether it is a company or a public institution, employees are the main actors who bring every aspect of the activity to life. Each individual brings to it their uniqueness: background, education, gender, age, knowledge, and experience. The involvement of strategic human resource management is expected to bridge the business needs of the organization, individual needs, and collective needs of employees that can be met by the development and implementation of coherent and practical human resource policies and programs. Strategic human resource management emphasizes more on the human relations aspect of people management, emphasizing sustainable development, communication, engagement, job security, quality of work life and work life balance and ethical considerations. (Esther Kembauw, Sri Mulyono, Hetty Ismainar, et al., 2020:3-4)

## 2. RESEARCH METHODS

Management is a process in order to achieve goals by working together through people and other organizational resources. In management literature, it is stated that management tools (Tools Of Management) to achieve its goals are abbreviated as "Six M" namely: Man, Money, Materials, Machine, Method and Markets (Human, Money, Material, Machine, Method and Market) and in the end, management tries to realize the goals that have been set in advance.

According to (Hasibuan, 2016) human resources are the science and art of regulating the relationships and roles of the workforce to effectively and efficiently help realize the goals of the company, employees, and society.

According to Ajabar (2020: 4) human resources are the main key for an organization in carrying out its goals.

Referring to the definition above, it is important to understand that human resources are the power that can be utilized by the organization, consisting of the intelligence and knowledge of the individuals. In this context, the term human resources reflects the power that is possessed. This perspective is in accordance with the idea that to become a significant force, human resources need to improve their quality and competence.

(Nurul Qomariah 2020:1-2)

(Syarief et al., 2021) in management science there are six elements, namely: humans, money, methods, raw materials, machines, markets. These elements are interrelated with each other, but the most important element is humans, considering that this element will drive all elements to run effectively and efficiently, in addition, the human element or HR is able to regulate personnel management or personnel management. (Faroman Syarief, Andrie Kurniawan, et al., 2022:2)

This is in line with Dyer and Holder's perspective that Strategic Human Resource Management must unite, align and integrate broader needs. Storey stated that Strategic Human Resource Management emphasizes more on the human relations aspect of people management, emphasizing sustainable development, communication, involvement, job security, quality of work life and work life balance and ethical considerations (Dr. Dede Hertina, SE, M.Si, et al. 2023:3-4).

## 3. RESULTS AND DISCUSSION

The placement of employees in the Regional Secretariat Agency of Pematangsiantar City is partly in accordance with the educational background that has been taken. This can be seen from the position given to each employee.

Table 1. Employee Positions Based on Educational Background

No	Educational background	Position				
		Head of Division	Mentor	Analyst	Certain JF	JF General
1	S2	3		4	1	
2	S1	3	3	17	12	1
3	High School/Senior High School				11	
4	Junior High School/Junior High School					4
5	SD					1

Table 2. Number of Employees Based on Years of Service

No	Years of service	Amount
1	1-10	7
2	11-20	28
3	21-30	22
4	31-40	3
<b>Amount</b>		<b>60</b>

**Table 3.**Employee Data Based on Age

No	Age	Amount
1	20-29	5
2	30-39	8
3	40-49	32
4	50-58	15
<b>Amount</b>		<b>60</b>

At the Pematangsiantar City Regional Secretariat, employee performance measures can be seen from the service achievements that have been carried out by employees. The achievement of employee performance assessments this year has not been obtained, because we can see it after the period ends. Therefore, the researcher presents the results of employee service achievements in the previous period. A review of the service performance of the Pematang Siantar City Regional Secretariat for the medium term based on the 2017-2022 Renstra according to SKPD service performance indicators and/or other indicators can be seen based on the performance targets achieved by the Pematang Siantar City Regional Secretariat during the 2017-2021 period in the following table:

No.	Performance Indicators according to Duties and Functions	Regional Secretariat Strategic Plan Targets for the 2019-2020					Realization of Achievements for the 20th Year					Achievement Ratio in the 2nd Year				
		Year 1 - 2017	Year 2 - 2018	Year 3 - 2019	Year 4 - 2020	Year 5 - 2021	Year 1 - 2017	Year 2 - 2018	Year 3 - 2019	Year 4 - 2020	Year 5 - 2021	Year 1 - 2017	Year 2 - 2018	Year 3 - 2019	Year 4 - 2020	Year 5 - 2021
-1	-2	-3	-4	-5	-6	-7	-8	-9	-10	-11	-12	-13	-14	-15	-16	-17
1.	Bureaucratic Reform Index	C	C	C	B	B	n/a	n/a	n/a	C (40.47)	C -42.4	n/a	n/a	n/a	-	-
2.	Value of Regional Government Implementation Report (LPPD)	satisfying	satisfying	satisfying	satisfying	very satisfactory	tall	tall	very high	not yet released	not yet released	100%	100%	100%	-	-
3.	Value of the Agency's Performance Accountability System Government (SAKIP)	CC	C	B	B	B	C	C	C	C (40.14)	C (40.57)	n/a	100%	-	-	-
4.	Community Satisfaction Index	40	40	45	45	50	C (72.12)	n/a	n/a	C -73.36	B -81.8	100%	n/a	n/a	100%	100%
5.	Percentage of e-Procurement Implementation	80	80	80	80	85	n/a	92	88	29	11	n/a	100%	100%	36.25%	12.94%
6.	Percentage of OPDs that have SOPs Public service	40	50	60	70	80	n/a	84.85	81.82	n/a	51.52	n/a	100%	100%	n/a	64.40%
7.	Percentage of Compliance with the Implementation of the Public Service Law															

No.	Performance Indicators according to Duties and Functions	Regional Secretariat Strategic Plan Targets for the 2019-2020					Realization of Achievements for the 20th Year					Achievement Ratio in the 2nd Year				
		Year 1 - 2017	Year 2 - 2018	Year 3 - 2019	Year 4 - 2020	Year 5 - 2021	Year 1 - 2017	Year 2 - 2018	Year 3 - 2019	Year 4 - 2020	Year 5 - 2021	Year 1 - 2017	Year 2 - 2018	Year 3 - 2019	Year 4 - 2020	Year 5 - 2021
		0	70	80	80	85	n/a	58.39	76.42	76.42	83.7	n/a	83.41%	95.52%	95.52%	98.47%
8.	Percentage of adequate sub-district/district office space (%)	70	75	80	85	90	n/a	90.57	94.34	71.7	49.06	n/a	100%	100%	84.35%	54.51%
9.	Number of Socializations Legal Products	3	3	3	3	3	n/a	2	3	1	3	n/a	66.6%	100%	33.3%	100%
10	Number of Legal Product Publications	30	30	30	30	30	n/a	1298	715	684	778	n/a	100%	100%	100%	100%

Achievement Ratio in the 2nd Year						
Year 4 -2020	Year 5 -2021	Year 1 -2017	Year 2 -2018	Year 3 -2019	Year 4 -2020	Year 5 -2021
-11	-12	-13	-14	-15	-16	-17
C (40.47)	C -42.39	n/a	n/a	n/a	-	-
not yet released	not yet released	100%	100%	100%	-	-
C (40.14)	C (40.57)	n/a	100%	-	-	-
C -73.36	B -81.81	100%	n/a	n/a	100%	100%
29	11	n/a	100%	100%	36.25%	12.94%
n/a	51.52	n/a	100%	100%	n/a	64.40%
76.42	83.7	n/a	83.41%	95.52%	95.52%	98.47%
71.7	49.06	n/a	100%	100%	84.35%	54.51%
1	3	n/a	66.6%	100%	33.3%	100%
684	778	n/a	100%	100%	100%	100%

Table 4. Number of Employees by Age

No	Age	Amount	Percentage
1	20-24	1	1.6%
2	25-29	4	6.6%
3	30-34	3	5%
4	35-39	5	8.3%
5	40-44	17	28.3%
6	45-49	15	25%
7	50-54	10	16.6%
8	55-59	5	8.3%
<b>Amount</b>		60	100%

**Table 5.**Number of Employees Based on Years of Service

No	Years of service	Amount	Percentage
1	1-5	5	8.3%
2	6-10	2	3.3%
3	11-15	12	20%
4	16-20	16	26.6%
5	21-25	14	23.3%
6	26-30	8	13.3%
7	31-35	3	5 %
<b>Amount</b>		60	100%

**Table 6.**Number of Employees Based on Position

No	Position	Amount	Percentage
1	Head of Division	6	10%
2	Young Principal Mentor	3	5 %
3	Young Expert Policy Analyst	9	15%
4	Certain Functional Positions	17	28.3%
5	General Functional Position	25	41.6%
<b>Amount</b>		60	100%

**Table 7.**Number of Employees by Department

No	Part	Amount	Percentage
1	Government	5	8.3%
2	Social	5	8.3%
3	Law	5	8.3%
4	Economy and Natural Resources	5	8.3%
5	Development Administration	5	8.3%
6	Procurement of goods and services	5	8.3%
7	General	11	18.3%
8	Organization	12	20%
9	Prokopim	4	6.6%
10	Mayor's Expert Staff	3	5 %
<b>Amount</b>		60	100%

**Table 8.**Number of Employees Based on Gender

No	Gender	Amount	Percentage
1	Man	33	55%
2	Woman	27	45%
<b>Amount</b>		60	100%

Based on the data above, there are 55% of employees with male gender and 45% of employees with female gender. We can see based on the data above there is a 10% difference between the number of men and women.

**Table 9.**Number of Employees Based on Last Education

No	Educational level	Amount	Percentage
1	S2	8	13%
2	S1	36	60%
3	High School/Senior High School	11	18%
4	Junior High School/Junior High School	4	7%
5	SD	1	2%
<b>Amount</b>		60	100%

The following are the results of employee placement research using a questionnaire at the Pematangsiantar City Regional Secretariat as follows:

**Table 10.** Respondents' responses to Education Indicators

No	Response	Response					SCORE	KET
		STS	TS	CS	S	SS		
1	Position You in accordance With your educational background		1	11	32	16	243	Agree
2	In my opinion, the agency should have looked at the academic background first before employees are placed		3	13	32	12	233	Quite Agree
3	My academic background is taken into consideration for my position. At the moment.		3	13	32	12	233	Quite Agree
	<b>Total</b>						<b>709</b>	<b>Enough Agree</b>
	<b>Average</b>						<b>236</b>	<b>Quite agree</b>

**Table 11.** Respondents' Responses to Knowledge Indicators

No	Indicator	Response					SCORE	KET
		STS	TS	CS	S	SS		
1	Have knowledge about work			10	34	16	246	Agree
2	Beneficial in completion of work			5	38	17	252	Agree
3	The existence of chance increase knowledge			4	36	20	256	Agree
	<b>Total</b>						<b>754</b>	<b>Agree</b>
	<b>Average</b>						<b>251</b>	<b>Agree</b>

**Table 12.** Respondents' Responses to Skills Indicators

No	Indicator	Response					SCORE	KET
		STS	TS	CS	S	SS		
1	Ability and work skills really determine my position in agency			6	33	21	255	Agree
2	Employees who are placed have skills that match the needs of the agency.			7	33	20	253	Agree
3	Social skills			8	39	13	245	Agree
	<b>Total</b>						<b>753</b>	<b>Agree</b>
	<b>Average</b>						<b>251</b>	<b>Agree</b>

**Table 13.** Respondents' Responses to Work Experience Indicators

No	Indicator	Response					SCORE	KET
		STS	TS	CS	S	SS		
1	In my opinion, the placement of employees in the agency is in accordance with their work experience.			10	42	8	238	Agree
2	Employees who occupy high positions must Experienced in The field			7	39	14	247	Agree
3	I am very helped by the experience I have had so far in getting the position.			5	41	14	249	Agree
	<b>Total</b>						<b>734</b>	<b>Agree</b>
	<b>Average</b>						<b>245</b>	<b>Agree</b>

**Table 14.** Employee Placement Respondent Summary

No	Indicator	SCORE	KET
1	Education	236	Agree
2	Knowledge	251	Agree
3	Skills	251	Agree
4	Work experience	245	Agree
	<b>Total</b>	<b>983</b>	<b>Agree</b>
	<b>Average</b>	<b>246</b>	<b>Agree</b>

**Table 15.** Respondents' Responses to the Work Quantity Indicator

N	Indicator	Response					SCORE	KET
		STS	TS	CS	S	SS		
1	I tend to get as much work done as possible. the amount fromon work backlog			7	40	13	246	Agree
2	The quantity of work I do is in accordance with the targets given			8	39	13	245	Agree
3	the quantity of work I do is in line with expectations or boss's wish			10	34	16	246	Agree
	<b>Total</b>						<b>737</b>	<b>Agree</b>
	<b>Average</b>						<b>246</b>	<b>Agree</b>

**Table 16.** Respondents' Responses to Work Quality Indicators

No	Indicator	Response					SCORE	KET
		STS	TS	CS	S	SS		
1	The results of my work so far are in accordance with the quality determined by the company			7	43	10	243	Agree
2	I am thorough in my work			4	39	17	253	Agree
3	I can fulfil standard Work which is determined			3	46	11	248	Agree
4.	Employees are responsive to new tasks given			8	39	13	245	Agree
<b>Total</b>							<b>989</b>	<b>Agree</b>
<b>Average</b>							<b>247</b>	<b>Agree</b>

**Table 17.** Respondents' Responses to Punctuality Indicators

No	Indicator	Response					SCORE	KET
		STS	TS	CS	S	SS		
1	In order to produce practical and effective work, I am proactive in seeking new work systems that are considered more effective and efficient. completion of work			9	37	14	245	Agree
2	I'm looking for another way to work finished on time			5	36	19	254	Agree
3	I make target time for completion of work			3	40	17	254	Agree
<b>Total</b>							<b>753</b>	<b>Agree</b>
<b>Average</b>							<b>251</b>	<b>Agree</b>

**Table 18.** Employee Performance Respondent Summary

No	Indicator	SCORE	KET
1	Quantity of Work	246	Agree
2	Quality of Work	247	Agree
3	Punctuality	251	Agree
<b>Total</b>		<b>744</b>	<b>Agree</b>
<b>Average</b>		<b>248</b>	<b>Agree</b>

In this study, the statistics used by researchers in this study are only as a complement or aid to calculate, especially in the analysis of questionnaire data given to respondents. The descriptive statistics used are not too in-depth but only calculate the percentage of an answer to the research questionnaire.

As for Sugiyono's opinion (2012, p. 173) there is a simple calculation formula in descriptive statistics to calculate the percentage of an answer. Namely by using the following formula:

$$P = \frac{F}{n} 100\% \times$$

Information:

P = Percentage

F = Frequency of each answer that has become the respondent's choice

N = Number of respondents

Researchers use the formula above to calculate the percentage of each respondent's answer to each indicator with the highest frequency of answers based on the questionnaire that has been distributed.

#### 4. CONCLUSION

Employee placement has a significant relationship to employee performance at the Pematangsiantar City Regional Secretariat. Based on the results of the questionnaire analysis, most employees feel that their job placement is in accordance with their educational background and experience. Factors that influence employee placement, such as education, work experience, and skills, have been shown to affect the quality and quantity of employee work. Employees who have knowledge and skills that are in accordance with their job positions are able to provide better performance. However, based on respondent data, employee placement has not been fully implemented. This can be seen from the placement of employees based on education level and age has not been implemented properly because there are still employees with junior high school and elementary school graduates, and there are still employees with a working age of over 56 years.

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