

THE ROLE OF COMPETENCY AND JOB PLACEMENT IN IMPROVING THE PERFORMANCE OF EMPLOYEES AT THE GORONTALO CITY EDUCATION OFFICE

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Abstract: This research is motivated by key performance issues among employees of the Gorontalo City Education Office, particularly related to low efficiency and consistency in services, weak work discipline, and suboptimal utilization of human resources. The purpose of this research was to measure and analyse the influence of competence and job placement on employee performance at the Gorontalo City Education Office. It employed a quantitative approach with multiple linear regression analysis. The sample consisted of 33 respondents who are employees of the Education Office. Data collection was conducted using questionnaires with a semantic differential scale.

Based on the F-test results, the significance value obtained was 0.029, which is lower than 0.05, indicating that the independent variables simultaneously have a significant effect on the dependent variable. Partially, the results also show that competence and job placement both influence employee performance at the Gorontalo City Education Office. Furthermore, the R² value obtained is 0.545 (54.5%), indicating that 54.5% of employee performance is significantly influenced by competence and job placement, while the remaining 45.5% is attributed to other factors outside the scope of this research model.

Keywords: *Competence, Job Placement, Performance*

INTRODUCTION

Human resources are very important to be developed in achieving the agency's goals. The improvement of human resources can be seen from the results of the work that has been done through good performance (Podungge, 2024). Employee performance has a strategic position in ensuring the sustainability and existence of organizations, especially government agencies. Organizations that have human resources with optimal performance tend to be more adaptive, innovative, and highly competitive in carrying out their institutional mission and vision. Therefore, improving employee performance is one of the main keys to encouraging the sustainability of long-term programs and policies. Performance is not a characteristic of a person, such as talent or ability, but is the embodiment of talent or ability itself. This opinion shows that performance is the embodiment of ability in the form of real work (Abdullah, 2014).

Employee performance is a measure that shows the extent to which an individual can achieve his or her goals and responsibilities. Performance not only reflects work productivity, but also the ability to adapt, work together in a team, and make a full contribution to the company (Ramadhan, 2024). The problem of employee performance is still a serious problem for many countries, especially in the government institution sector. In the government sector, responsive, adequate, courteous and efficient services to the public are expected to be the goal of every institution to further improve employee performance (Rivai, 2017).

Similarly, in the Gorontalo City Education Office, employee performance is one of the main indicators in assessing the effectiveness of the implementation of regional education affairs. Employee performance has a direct impact on the quality of education administration services, school management, and the realization of regional priority programs. The results of the researcher's observation found that structurally, most of the employees occupy positions as sub-

coordinators and functional positions, which reflects the organizational structure that is quite dense in technical implementers. This supports organizational performance, especially in formulating policies and decision-making based on data and science. From the data, it was found that there has been no equal distribution of qualifications and capacity building for employees in technical fields according to their scientific background so that overall performance can run more effectively and efficiently.

Table 1 Performance Achievements of Gorontalo City Education Office Employees

Annual Activities	Target	Realization		
		2022	2023	2024
Improvement program for the development of performance and financial achievement reporting systems	100%	95%	95%	97%
Early childhood education programs	100%	92%	95%	90%
9-year compulsory basic education program	100%	95%	93%	94%
Secondary education programs	100%	90%	90%	95%
Non-formal education programs	100%	93%	92%	82%
Exceptional educational programs	100%	87%	85%	85%
Education and education personnel improvement program	100%	86%	84%	85%
Educational service management program	100%	72%	82%	90%
Teaching and learning improvement programs	100%	90%	94%	92%

Source: Performance Achievements of the Education Office in 2022, 2023, 2024

Based on data on employee performance achievements at the Gorontalo City Education Office, it is known that the percentage of performance has fluctuated and fluctuated. This indicates that there is an unstable performance pattern in employees of the Gorontalo City Education Office. This is also strengthened by the results of research conducted by Sugala (2024) where it was found that the performance situation of employees at the Gorontalo City Education Office has problems in terms of work discipline, where it is explained that some employees who arrive late at the office or are late for work hours there are employees who often postpone their work, or work not optimally. There are also employees who mostly spend their time just playing games, social media activities, this can of course have a negative effect on the performance of the agency/agency as a whole.

Employee performance problems are often closely related to the level of competence and accuracy of job placement. Employees who have appropriate competencies in terms of knowledge, skills, and attitudes tend to be able to carry out their duties optimally. However, good competence will not provide maximum results if employees are placed in positions that are not aligned with their abilities and areas of expertise. Proper job placement is an important factor to ensure that employees' potential and competencies can be used effectively. Therefore, low performance usually arises when the employee's competence has not met the demands of the job, or when the placement of the position is not in accordance with the abilities possessed. Thus, performance improvement can be achieved through strengthening employee competencies and determining appropriate and proportional work placement.

Employee placement is a follow-up to the selection, which is placing prospective employees who are accepted (passing the selection) in positions/jobs that require it and at the same time delegating authority to that person (Hasibuan, 2017). Then, the placement of employees in accordance with their skills also plays a very important role in influencing the performance produced by the organization itself, where the right job placement can make the working employee can enjoy the position he holds because it suits his skills without any pressure. Efforts to improve the ability of employees with work competencies can be taken by organizations to develop human resources in order to contribute to improving performance (Kusumawardana, 2023).

This study adopts a similar approach and focus to previous research, but conducted in different areas to obtain broader and contextual findings. Thus, the results of this study can make an additional contribution to the understanding of phenomena studied in different geographical contexts.

RESEARCH METHODS

Method The type of research used in this study is quantitative research. The quantitative research method is a type of research whose specifications are systematic, planned and clearly structured from the beginning to the creation of the research design. Quantitative research methods, as stated by Sugiyono, (2020) namely: "Research methods based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, data analysis of quantitative/statistical nature, with the aim of testing the hypotheses that have been determined.

The sample in the study was 33 employees of the Gorontalo City Education Office, consisting of 7 men and 26 women. The data collection technique was carried out by distributing questionnaires with differential semantic scales. Data analysis used multiple linear regression analysis.

RESEARCH RESULTS

Test Research Instruments

1) Validity and Reliability Test

The validity test was carried out to determine the extent to which the research instrument was able to measure the variables to be studied precisely. The reliability test aims to find out the extent to which a research instrument can provide consistent results if used repeatedly. The results of the validity and reliability test are as follows:

Table 2 Validity Test

No	Quiz Item	Calculation	Table	Qualification
Variable X1				
1	X1.1	0,625852	0.2913	Valid
2	X1.2	0,617027	0.2913	Valid
3	X1.3	0,795146122	0.2913	Valid
4	X1.4	0,49169	0.2913	Valid
5	X1.5	0,335344	0.2913	Valid
Variable X2				
1	X2.1	0,850182	0.2913	Valid
2	X2.2	0,878906	0.2913	Valid
3	X2.3	0,897606	0.2913	Valid
4	X2.4	0,706394	0.2913	Valid
Variable Y				
1	Y.1	0,36181	0.2913	Valid
2	Y.2	0,615463	0.2913	Valid
3	Y.3	0,773919	0.2913	Valid
4	Y.4	0,775282	0.2913	Valid
5	Y.5	0,711747	0.2913	Valid

Source: Data processed (2025)

Based on the results of the validity test, all statement items in the research variable show the value of $r\text{-count} > r\text{-table}$, so that all statement items are declared valid.

Table 3 Reliability Test

Test	Cronbach's Alpha	Total Questionnaire	Qualification
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Reability	0.758	14	Reliable
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Source: Data processed (2025)

Based on the test results, all research variables have a Cronbach's Alpha value above 0.758 so it can be concluded that this research instrument is **reliable** and has a good level of consistency.

2) Classic Assumption Test

The classical assumption test is an important step in linear regression analysis that aims to ensure that the regression model built meets certain statistical requirements, so that the estimation results are valid and can be interpreted properly. The following are the results of the classic assumption test:

Normality Test

Table 4 Normality Test

Statistical Test	N	Significance (Sig.)	A	Information
Kolmogorov-Smirnov	33	0.200	0.05	Usual

Source: Data processed (2025)

Based on the test results, a significance value of 0.2 was obtained greater than 0.05, which means that the data is normally distributed. Thus, the assumption of normality in the regression model has been met.

Multicoloniality Test

Table 5 Multicollinearity

Independent Variables	N	Tolerance	VIVID	Information
X1 Competencies	33	.954	1.048	Not Happening
X2 Job Placement	33	.954	1.048	Not Happening
Y Employee Performance	33			

Source: Data processed (2025)

Based on the test results, all independent variables had a tolerance value above 0.10 which was 0.945 and VIF below 10 which was 1.048. Thus, it can be concluded that the regression model does not contain multicollinearity and is feasible to use.

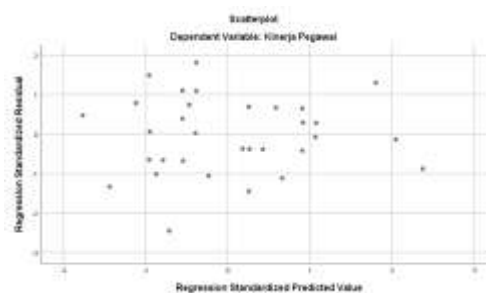


Figure 1 Heterokadicity Test
Source: Data processed (2025)

Based on the test results, the dots on the graph are randomly spread, do not form a specific pattern, and are scattered above and below the zero axis. This shows that the regression model is free of heteroscedasticity, making it feasible to use the model for subsequent analysis.

Statistics Descriptive

Table 6 Descriptive Statistics

Variable	N	Min	Max	Mean	Hours of deviation
Competence	33	24	33	28.88	2.302
Work Placement	33	20	28	23.91	2.363
Employee Performance	33	22	34	29.00	2.716
Valid N (listwise)	33				

Source: Data processed (2025)

1. The Competency variable has a minimum value of 24, a maximum value of 33, with a mean value of 28.88 and a standard deviation of 2.302. This shows that the level of employee competence is in the high category, and the variation or difference between respondents is relatively small. This means that most employees have almost the same level of competence.
2. Work Placement shows a minimum score of 20, a maximum score of 28, with an average of 23.91 and a standard deviation of 2.363. This average value indicates that employee job placement is in the category of being quite good, although there is a slight variation among respondents. This indicates that in general the job placement system has been running quite effectively, but there are still some employees who may not have been optimally placed according to their competence.
3. Employee Performance has a minimum score of 22 and a maximum of 34, with an average score of 29.00 and a standard deviation of 2.716. This fairly high average score shows that employee performance in general is relatively good. However, the value of the standard deviation that is slightly larger than the other two variables indicates that there is variation in performance between employees, with some showing excellent performance, while others still below average.

Multiple Linear Regression

Table 7 Multiple Linear Regression

Variable	B (Regression Coefficient)	Std. Error	t	Sig. (t)	Information
(Constant)	32.178	8.991	3.579	.001	-
Competence	.246	.220	2.211	.034	Signifikan
Work Placement	.277	.214	2.359	.022	Signifikan

Source: Data processed (2025)

$$Y = 32.178 + 0.246.X1 + 0.277.X2 + e$$

From the results of the equation, it can be explained as follows: first, the constant value is 32,178, which means that if there is an influence of competence and job placement on the performance of employees at the Gorontalo City Education Office, then the value of managing village fund allocation is 32,178. Second, Competency has a linear coefficient value of 0.246, meaning that for every increase of 1 unit of competency variable, employee performance will increase by 0.246. Third, job placement has a linear coefficient value of 0.277, meaning that for every increase of 1 unit of job placement, employee performance will increase by 0.277.

Statistical Hypothesis Test

1) Partial Test (t-test)

Table 8 T test

Variable	B (Regression Coefficient)	Std. Error	t	Sig. (t)	Information
(Constant)	32.178	8.991	3.579	.001	-
Competence	.246	.220	2.211	.034	Signifikan
Work Placement	.277	.214	2.359	.022	Signifikan

Source: Data processed (2025)

Based on the results of the t-test, a significance value of less than 0.05 was obtained, which means that the independent variable has a significant effect on the dependent variable. A Competency variable with a sig value of $0.034 < 0.05$ was produced. Then, the Job Placement variable has a value of $0.022 < 0.05$. Thus, the results of the t-test provide a basis for drawing conclusions that

Competence and Job Placement have a significant effect on the performance of employees at the Gorontalo City Education Office.

2) Simultaneous Test (Test f)

Table 9 Test F

Source of Variation	Sum of Squares	df	Mean Square	F	Itself.
Back	1.154	2	.577	33.374	0.029
Residual	234.846	30	7.828		
Total	236.000	32			

Source: Data processed (2025)

Based on the results of the F test, a significance value of 0.029 was obtained that was smaller than 0.05, which means that simultaneously independent variables had a significant effect on dependent variables.

Coefficient Determination Test

Table 10 Coefficient of Determination

R	R Square (R ²)	Adjusted R Square (Adj. R ²)	Std. Error of the Estimate
.670a	.545	.661	2.798

Source: Data processed (2025)

Based on the test results, an R² value of 0.545 (54.5%) was obtained, which means that 54.5% of the influence of Competency and Job Placement had a significant effect on the performance of employees at the Gorontalo City Education Office, while the remaining 45.5% was explained by other factors outside this research model.

DISCUSSION

The Role of Competency Affects Employee Performance

The results of the study show that competence has an important role in improving employee performance, which is reflected in several key indicators. Employee competence is not only influenced by traits that describe the basic character of individuals, but also by motives that encourage employees to work with certain goals and enthusiasm. In addition, innate or self-concept (self-concept). These findings are in line with the theory put forward by Spencer & Spencer (1993) which states that competence is a fundamental characteristic of a person that is directly related to the effectiveness of performance in the workplace. Good competencies will encourage individuals to work professionally, be able to solve problems, and make optimal contributions to the achievement of organizational goals.

In addition, the results of this study support the view of Mangkunegara (2017) who stated that competence is the main factor that affects a person's performance, because competence is related to technical ability, knowledge, and work motivation. Employees who have high competence will be able to adjust to changes in the work environment, understand procedures, and carry out tasks with full responsibility. As it is known that this competency has a great influence on employee performance, as stated that employee performance is a result achieved by the employee in his job according to certain criteria that apply to a certain job. Performance in an organization is the answer to the success or failure of the organization's goals that have been set (Alamtaha, 2023).

Competency is the main foundation for improving employee performance within the Gorontalo City Education Office. Competencies include the combination of knowledge (theory and concept), skills (practical ability to perform tasks), and attitudes (individual characteristics such as motivation and work ethic) needed to complete job responsibilities effectively. When employees have competencies that align with the demands of their positions, they can make better decisions, complete tasks efficiently, and innovate in educational services, from school administration to curriculum supervision. Therefore, continuous investment in training, self-development, and certification programs is crucial to ensure that all staff, both teachers and education and administrative staff, are always up-to-date with the latest educational policies and best practices in their fields.

The Role of Job Placement Affects Employee Performance

Job placement has been proven to have a significant influence on employee performance. Proper job placement should consider education as the basis of formal skills, followed by work knowledge that describes the employee's understanding of the field he or she is engaged in. In addition, work skills and work experience are important indicators that ensure employees have technical and practical readiness to carry out the tasks given. When employees are placed according to their skills and experience, productivity, punctuality, and quality of job completion will increase. Conversely, mismatches in placement can lower motivation, hinder effectiveness, and reduce employee contributions.

This is in line with the opinion of Hasibuan (2019) who states that appropriate job placement is the key to the success of an organization, because the right placement will create a sense of comfort, foster responsibility, and increase employee work productivity. Based on field findings, the placement of employees at the Gorontalo City Education Office has mostly been carried out based on educational background and work experience. For example, employees with a background in educational administration are placed in the field of planning, while employees with skills in the field of finance are placed in the administration or financial management section. This shows that the principle of "the right man in the right place" has been applied quite well.

The Role of Competency and Job Placement Affects Employee Performance

This combined influence shows that there is a synergy between individual readiness (Competence) and the suitability of the work environment (Work Placement). Competence (which includes knowledge, skills, and disposition) is the basic capital brought by employees. However, this capital will only produce optimal performance if it is supported by the right Work Placement. Appropriate job placement ensures that the skills and knowledge possessed by employees are utilized to the fullest, thereby reducing *the gap* between abilities and job demands. Conversely, high competence placed in the wrong position will not result in maximum performance. Therefore, the success of Employee Performance is the product of a harmonious combination of *what they can do* (Competence) and *where they can do it* (Job Placement).

The indicators used in this study include quality, quantity, timeliness, effectiveness, and independence. Quality performance can be seen from the ability of employees to produce neat, accurate, and standard outputs. Quantity relates to the amount of work that can be completed in a given period, while punctuality describes the ability of employees to meet deadlines without compromising the quality of work. Effectiveness indicates the extent to which employees are able to use resources optimally, and independence reflects the employee's ability to complete tasks without being overly dependent on others. The increase in these five indicators is proven to be influenced by a combination of good competence and proper job placement. This reinforces the conclusion that employee performance does not only depend on individual abilities, but also how the organization places employees according to their potential.

This finding is in line with previous research by Sutrisno (2020) which found that competence and job placement have a positive effect on employee performance in government agencies. Similarly, research by Wahyudi (2021) shows that the combination of professional competence and proper job placement can increase the effectiveness of work and public services. A company or agency that has full responsibility for the community must be able to provide excellent service to achieve the targets that have been set at the beginning. The company's goals will be achieved optimally if supported by work procedures and methods, which are able to efficiently spend time, energy, and costs, and are also inseparable from the quality of the resources in the organization. In this case, employee performance can be used as a benchmark (Karim. 2022). This is reinforced by the assumption that the success of the government depends on the performance of its employees. Therefore, high performance is the center of the company's attention that must be achieved (Husain, 2024).

Strategic Work Placement determines how effectively these capabilities can be utilized. The *right man in the right place* involves the process of analyzing and matching an employee's unique competency profile with the specific requirements of a position or work unit in the Education Office. When job placement is optimized, this not only increases employees' sense of satisfaction and engagement because they feel valued according to their skills, but also directly reduces mismatches that can lead to inefficiencies and mistakes. Effective placement ensures that each work unit, from

budget planning to public services, is filled by individuals who have the most relevant skill sets, so as to collectively encourage the acceleration of the achievement of official work targets and education quality goals in Gorontalo City.

CONCLUSION

Competence has a significant effect on the performance of employees at the Gorontalo City Education Office. Job placement also has a significant effect on employee performance. Appropriate placement between abilities, educational background, and work interests with the position held can increase employee productivity, work morale, and responsibility. Mismatches in placement can have an impact on low motivation and delays in completing work. Simultaneously, competence and job placement have a significant effect on employee performance. This means that improving employee performance cannot be achieved only by improving competence, but must also be supported by the right job placement system. The synergy between competence and good job placement will create a productive, efficient, and results-oriented work environment.

SUGGESTION

1. The Gorontalo City Education Office needs to improve employee competence through periodic training and capacity building according to job needs.
2. The job placement system needs to be improved and adjusted to the abilities, experience, and educational background of employees so that performance can be optimal.
3. Further research is suggested to add other variables and expand the research location so that the results are more comprehensive and can be generalized more broadly.

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