

Analysis of Employee Placement and Its Effect on Employee Performance at the Personnel and Human Resource Development Agency of Simalungun Regency in 2025

Adrian K Tarigan¹, Yeni Trisna Purba², Diana Florenta Butar-butur³

^{1,2,3}Program Studi Manajemen, Universitas Efarina, Indonesia

Email: adriantarigan31@gmail.com; yenitrisnap@gmail.com; dianaflorentabutarbutar@gmail.com

ABSTRAK

Penelitian ini bertujuan untuk menganalisis hubungan penempatan pegawai terhadap kinerja pegawai pada Sekretariat Daerah Kota Pematangsiantar. Penelitian ini menggunakan pendekatan deskriptif kualitatif, dengan pengumpulan data dilakukan melalui dokumen dan kuesioner yang disebarakan kepada pegawai. Hasil penelitian menunjukkan bahwa penempatan pegawai memiliki hubungan signifikan terhadap kinerja mereka. Faktor-faktor seperti tingkat pendidikan, pengetahuan, keterampilan, dan pengalaman kerja berperan penting dalam meningkatkan kualitas kerja, kuantitas kerja, dan ketepatan waktu pegawai dalam menyelesaikan tugas dan tanggung jawabnya. Namun demikian, penempatan pegawai di Sekretariat Daerah Kota Pematangsiantar belum sepenuhnya optimal karena masih terdapat pegawai yang ditempatkan tidak sesuai dengan latar belakang pendidikan atau usia yang tidak mendukung posisi jabatan. Penelitian ini memberikan rekomendasi agar proses penempatan pegawai lebih memperhatikan kualifikasi yang tepat demi meningkatkan efektivitas kinerja organisasi.
Keyword: Penempatan Pegawai; Kinerja Pegawai; Pendidikan; Pengalaman; Badan Kepegawaian

ABSTRACT

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

Keyword: Employee Placement; Employee Performance; Education; Experience; Personnel Agency

Corresponding Author:

Adrian K Tarigan,
Universitas Efarina,
Jl. Pendeta J. Wismar Saragih No.72-74, Bane, Kec. Siantar Utara, Kota
Pematang Siantar, Sumatera Utara 21143, Indonesia
Email: adriantarigan31@gmail.com



1. INTRODUCTION

Human resource management is a series of actions undertaken to address various challenges involving personnel such as employees, workers, managers, and other team members in order to support the smooth operation of an organization or company toward achieving its predetermined goals (Esther Kembauw, Sri Mulyono, Hetty Ismainar, et al., 2020:1). Human resources are the core of an organization, serving as the

backbone that provides strength. Whether in a company or a public institution, employees are the main actors who bring every aspect of activities to life. Each individual contributes their uniqueness—background, education, gender, age, knowledge, and experience.

The involvement of strategic human resource management is expected to bridge the needs of the organization's business, individual employees, and collective workforce needs, which can be fulfilled through the development and implementation of coherent and practical human resource policies and programs. Strategic human resource management emphasizes human relations, sustainable development, communication, engagement, job security, quality of work life, work-life balance, and ethical considerations (Esther Kembauw, Sri Mulyono, Hetty Ismainar, et al., 2020:3–4). Currently, organizational development is progressing rapidly along with advances in science, knowledge, and technology. The role of organizations in technology is significant, and conversely, technology also plays a major role in organizational operations. However, organizations, as a sub-branch of social sciences, hold an essential role in human life. Organizations are indispensable in every aspect of human activity. They are structured according to the needs of the times, particularly as information and communication continue to develop rapidly.

Organizational development is a dialectical social construction that evolves in accordance with the needs of the era. Organizations are built upon verbal and written communication. Humans, in their work, are not machines that operate without feelings, thoughts, or social life. Human resources are inseparable from training and development activities. In both corporate and other organizational settings, training and development are crucial for employees to enhance their skills, abilities, and knowledge. In a rapidly evolving era, formal education alone is often insufficient to meet the demands of various job roles. Companies that aspire to excel through their human resources must adopt a sustainable human resource training and development concept. Training and development are not only important for employees but also for the organization as a whole to operate more effectively. These two concepts are often used interchangeably or jointly (Esther Kembauw, Sri Mulyono, Hetty Ismainar, et al., 2020:6).

The quality and quantity of employees significantly affect organizational progress. Finding the right person for the right position is not merely a need but a necessity to ensure smooth operations. The fundamental goal of strategic human resource management is to produce strategic capabilities by ensuring that the organization has skilled, committed, and well-motivated employees to achieve sustainable competitive advantage.

Every organization or company expects its employees to demonstrate optimal performance because organizational goals are achieved through such performance. To achieve superior performance, a performance management process is required. This process involves integrating goal-setting, evaluation, and performance development into a comprehensive system designed to ensure that employee performance effectively supports the achievement of the organization's strategic goals. Performance evaluation, often referred to as *performance appraisal*, is an important moment to provide feedback to employees. The main goal is to give constructive input for performance improvement while enhancing the organization's overall productivity (Esther Kembauw, Sri Mulyono, Hetty Ismainar, et al., 2020:7).

At the Office of Personnel and Human Resource Development Agency (BKPSDM) of Simalungun Regency, it is essential for employees to have the appropriate competencies according to their duties so that organizational goals can be achieved. However, there are still challenges in selecting employees who match their educational background and expertise. Therefore, employee recruitment must be conducted carefully and systematically to ensure that the organization acquires human resources that align with its needs.

The Office of Personnel and Human Resource Development of Simalungun Regency is responsible for assisting in the formulation of policies and administrative coordination of regional apparatus functions as well as providing administrative services. This office requires employees capable of delivering the best services to ensure that all client needs are met and satisfaction is achieved. *Good governance* is a prerequisite for the establishment of an effective and democratic government. It is driven by principles such as participation, effective law enforcement, transparency, responsiveness, equity, strategic vision, efficiency, professionalism, accountability, and effective supervision. In this regard, improving the quality of government administration, particularly in human resource management, must become one of the most important and strategic priorities both now and in the future. Government apparatus resources occupy a strategic position—not only influencing but also determining the direction of regional development.

Local governments act as implementers of public policy, carrying out functions of service, protection, and community empowerment. Therefore, future governance should be *intelligent governance*—capable of translating public policies into creative and innovative operational steps oriented toward public interests. Such intelligent governance can only be realized if the apparatus themselves are intelligent. In relation to the above, human resources, both Civil Servants (ASN) and Non-Civil Servants (Non-ASN) working at the Regional Secretariat of Simalungun Regency, total 150 employees, as presented in Tables 1-4 below.

Table 1. Number of Employees at the Regional Secretariat of Simalungun Regency by Gender

No	Gender	ASN	Non-ASN
1	Male	59	18
2	Female	56	17
Total		115	35
Grand Total: 150			

Based on the table above, the number of male employees in the Regional Secretariat of Simalungun Regency totals 77 people (51.33%), while female employees total 73 people (48.67%). This indicates that the number of male employees is slightly higher than that of females, with a difference of 2.66% or four people.

Table 2. Number of Employees by Rank

No	Rank	Number of ASN
1	Echelon II a	1
2	Echelon II b	5
3	Echelon III a	9
4	Echelon III b	0
5	Echelon IV a	1
6	Echelon IV b	1
7	Specific Functional Position	25
8	General Functional Position	73
Total		115

Table 3. Number of Employees by Grade

No	Grade	Number of ASN
1	Grade IV	
	IV/c	7
	IV/b	3
	IV/a	9
2	Grade III	
	III/d	24
	III/c	8
	III/b	14
	III/a	34
3	Grade II	
	II/d	6
	II/c	2
	II/a	3
4	Grade I	
	I/d	3
	I/c	2
Total		115

Table 4. Number of ASN and Non-ASN Employees at the Regional Secretariat of Simalungun

No	Education Level	Number of Employees
1	Master's Degree (S2)	14
2	Bachelor's Degree (S1)	74
3	Diploma (D3)	2
4	Senior High School (SLTA)	52
5	Junior High School (SLTP)	5
6	Elementary School (SD)	3
Total		150

From the data above, it is observed that the majority of employees at the Regional Secretariat of Simalungun Regency hold a Bachelor's degree (S1), totaling 74 employees. However, this number does not yet reach half of the total employees. Only two employees have a Diploma (D3) background, and the number of employees with a Master's degree (S2) remains limited—only 14 employees. This should be a concern since success in coordinating and formulating regional policies often depends on human resources with higher education levels.

Furthermore, there are still many employees who have not completed higher education: 52 employees with a Senior High School (SLTA) background, 5 employees with a Junior High School (SLTP) background, and 3 employees with an Elementary School (SD) background. Several employees who graduated from SLTA or SD have not yet mastered technology, although their duties require them to operate computers. It is also

common for some employees to repeatedly revise documents because they lack understanding of the rules or document preparation guidelines established at the Regional Secretariat of Simalungun Regency.

Another factor influencing employee performance is gender, where several female employees—especially those who are married and have children—often neglect their duties due to personal responsibilities such as picking up their children from school.

2. RESEARCH METHOD

This study uses a descriptive qualitative approach. According to Sugiyono (2014), descriptive research aims to describe independent variables without comparing or linking them. The qualitative method emphasizes words, images, and descriptions rather than numbers (Bogdan & Biklen in Sugiyono, 2020). This study focuses on analyzing employee placement at the Regional Secretariat Office of Pematangsiantar City through qualitative data collection methods such as interviews and documentation.

The research was conducted at the Regional Secretariat Office of Pematangsiantar City, located on Jalan Merdeka No. 06, Pematangsiantar, North Sumatra. The study took place over three months, from September 12 to December 12, 2024. The population consists of 150 employees (ASN and Non-ASN) at the Agency for Personnel and Human Resource Development (BKPSDM) of Simalungun Regency. The sample size, calculated using the Slovin formula with a 10% error margin, results in 60 respondents.

3. RESULTS AND DISCUSSION

A. Employee Placement

Employee placement must consider the suitability of employees' abilities, competencies, and expertise. According to Siswanto (2022:162), several factors should be considered in employee placement, including education, experience, and physical and mental health.

1) Educational Background / Academic Achievement

Employee placement at the Agency for Personnel and Human Resource Development of Simalungun Regency is partly aligned with employees' educational backgrounds, as shown in the following table:

Table 5. Employee Positions by Educational Background

Education Level	Head of Division	Supervisor	Analyst	Specific Functional	General Functional
Master (S2)	3	—	4	1	—
Bachelor (S1)	3	3	17	12	1
High School (SMA)	—	—	—	11	—
Junior High (SMP)	—	—	—	—	4
Elementary (SD)	—	—	—	—	1

Based on the data, it can be concluded that employee placement according to educational background has not been fully optimal. Some employees still hold positions not entirely aligned with their education levels, and a few have not completed higher education, even though many institutions require at least a high school diploma for recruitment.

2) Work Experience

Experience is another important factor in employee placement. The longer the tenure, the more knowledge and skills an employee typically gains. Experienced employees tend to adapt faster to new environments or position changes.

Table 6. Number of Employees by Years of Service

Years of Service	Number of Employees
1–10	7
11–20	28
21–30	22
31–40	3

Most employees at the agency have relatively long work experience, indicating that they possess sufficient knowledge and adaptability for job rotations or new assignments.

3) Physical and Mental Health

At the agency, employee placement based on physical and mental health has been implemented effectively. Employees with disabilities are assigned to positions that suit their abilities, as shown below:

Table 7. Employees with Special Needs

Division	Gender
Finance	Male
Procurement of Goods and Services	Female

Despite their physical limitations, these employees demonstrate strong motivation and responsibility in completing their tasks. The agency provides an inclusive work environment with no signs of discrimination, as observed during the internship and research period.

4) Marital Status

An employee's marital status also affects job placement decisions. For example, pregnant employees are assigned lighter duties or office-based tasks instead of fieldwork. After childbirth, they are entitled to three months of maternity leave, in accordance with Mayor Regulation of Pematangsiantar No. 18 of 2016, which amends Mayor Regulation No. 10 of 2013 concerning the Discipline of Honorary and Daily Workers within the Pematangsiantar City Government.

Chapter IV, Article 7 paragraph (3b) states:

"Female honorary or daily workers are entitled to maternity leave for the first, second, and third childbirths. The duration of maternity leave is one month before and two months after delivery."

This regulation has been properly implemented at the Regional Secretariat of Pematangsiantar City, as shown below:

Table 8. Employee Maternity Leave in the Organization Division (2024)

No	Employee Name	Leave Schedule
1	Putri Rahmayanti Tambunan, S.A.B.	May 2, 2024 – August 2, 2024
2	Siska Yuni Chandra Girsang, S. Sos	August 5, 2024 – November 4, 2024

The table indicates that maternity leave is granted according to local government regulations. Married employees are generally assigned within the same work area and are less likely to be relocated compared to unmarried employees.

5) Age

Age is an important factor in determining work productivity since, generally, productivity decreases as individuals grow older. The Agency for Personnel and Human Resource Development of Simalungun Regency adheres to government regulations regarding employee age and tenure.

Table 9. Employees by Age Group

Age Range	Number of Employees
20–29	5
30–39	8
40–49	32
50–58	15

The data show that most employees are still within the productive age range. However, based on Regent Regulation of Simalungun No. 18 of 2016, which amends Regent Regulation No. 10 of 2013 on the Discipline of Honorary and Daily Workers, Article 5 paragraph (1c) states that employees must retire or may be dismissed upon reaching the age of 56 years. Thus, employee placement based on age has not yet been fully in line with the regulation, as some employees are still active beyond the prescribed retirement age.

B. Employee Performance

The key elements in employee performance appraisal according to Werther & Davis (2016) consist of performance standards, criteria for managerial performance, and performance measures, which are described as follows:

1) Performance Standard

Performance standards serve as benchmarks in the process of measuring predetermined performance outcomes. At the Agency for Personnel and Human Resource Development of Simalungun Regency, the performance standard is determined through the achievement of employee performance indicators that have been previously established. The main reference for employee performance evaluation is the achievement of the Strategic Plan (Renstra). The Strategic Plan is a result-oriented process formulated for a specific period, based on an understanding of the strategic environment at the national, regional, and local levels, while considering existing potentials, opportunities, and constraints. According to Minister of Home Affairs Regulation No. 86 of 2017, the Regional Apparatus Strategic Plan (Renstra Perangkat Daerah) is a planning document for a five-year period. It serves as a tactical-strategic document that outlines regional development problems and their solutions through planned and phased programs funded by the Regional Revenue and Expenditure Budget (APBD), prioritizing mandatory affairs based on regional needs and priorities. In addition, the Strategic Plan includes the vision and mission of the elected Regional Head and Deputy Regional Head, elaborated into specific work unit objectives, policies, and priority targets throughout the planning period. The Strategic Plan used in this study is the 2017–2021 Renstra, as it already contains results from the employee performance evaluation. The most recent plan, currently in progress, has not yet produced measurable performance evaluation results.

2) Criteria for Managerial Performance

Criteria for managerial performance refer to aspects used in measuring performance, which may be: People-based criteria, such as employee skills and competencies; Product/service-based criteria, such as the

quantity or quality of work outputs; or Behavior-based criteria, such as discipline, compliance, politeness, responsiveness, and other expected behaviors (Priansa, 2017).

At the Agency for Personnel and Human Resource Development of Simalungun Regency, performance assessment is determined based on the quality of service delivery performed by employees according to their assigned duties and functions in each division. Employee performance can also be observed through the achievement of service targets outlined in the Strategic Plan (Renstra). The detailed duties and functions of employees in each division are presented in

3) Performance Measures

Performance measures refer to the activity of comparing actual performance with established performance standards, using relevant methods or techniques aligned with the performance measurement aspects (Dede Hertina et al., 2023:107–108).

At the Agency for Personnel and Human Resource Development of Simalungun Regency, employee performance measures can be seen from the achievements in service delivery conducted by employees. However, performance evaluation data for the current year are not yet available, as they can only be obtained after the end of the assessment period. Therefore, this study presents the service achievement results from the previous period.

The review of the agency's service performance during the 2017–2021 mid-term period, based on the Strategic Plan (Renstra), can be observed through the performance targets achieved by the agency, as shown in the following table:

Table 10. Performance Indicators Based on Duties and Functions of the Regional Secretariat (Renstra 2017–2021)

No.	Indikator Kinerja sesuai Tugas dan Fungsi	Target Renstra Sekretariat Daerah Tahun ke-					Realisasi Capaian Tahun ke-					Rasio Capaian pada Tahun ke-				
		Thn. 1	Thn. 2	Thn. 3	Thn. 4	Thn. 5	Thn. 1	Thn. 2	Thn. 3	Thn. 4	Thn. 5	Thn. 1	Thn. 2	Thn. 3	Thn. 4	Thn. 5
		-2017	-2018	-2019	-2020	-2021	-2017	-2018	-2019	-2020	-2021	-2017	-2018	-2019	-2020	-2021
-1	-2	-3	-4	-5	-6	-7	-8	-9	-10	-11	-12	-13	-14	-15	-16	-17
1.	Indeks: Reformasi Birokrasi	C	C	C	B	B	n/a	n/a	n/a	C (40,47)	C	n/a	n/a	n/a	-	-
2.	Nilai Laporan Penyelenggaraan Pemerintahan Daerah (LPPD)	memuaskan	memuaskan	memuaskan	memuaskan	tingkat memuaskan	tinggi	tinggi	tingkat tinggi	belum rilis						
3.	Nilai Sistem Akuntabilitas Kinerja Instansi Pemerintahan (SAKIP)	CC	C	B	B	B	C	C	C	C (40,14)	C (40,57)	n/a	100%	-	-	-
4.	Indeks: Kepuasan Masyarakat	40	40	45	45	50	C (72,12)	n/a	n/a			100%	n/a	n/a	100%	100%
5.	Persentase Pelaksanaan e-Procurement	80	80	80	80	85	n/a	92	88	29	11	n/a	100%	100%	36,25%	12,94%
	Persentase OPD yang memiliki SOP															
6.	Pelayanan Publik	40	50	60	70	80	n/a	84,85	81,82	n/a	51,52	n/a	100%	100%	n/a	64,40%
	Persentase Kepatuhan Pelaksanaan Undang-Undang															
7.	Pelayanan Publik	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%
	Persentase Ruangan Kantor Kelurahan/ Kecamatan yang memadai (%)	70	75	80	85	90	n/a	90,57	94,34	71,7	49,06	n/a	100%	100%	84,35%	54,51%
9.	Jumlah Sosialisasi Produk Hukum	3	3	3	3	3	n/a	2	3	1	3	n/a	66,6%	100%	33,3%	100%
10	Jumlah Penerbitan Produk Hukum	30	30	30	30	30	n/a	1298	715	684	778	n/a	100%	100%	100%	100%

Based on the data above, the description of achievements for each indicator, their realization, and the achievement ratio can be explained as follows:

1. Bureaucratic Reform Indeks

The Strategic Plan (Renstra) target for the Bureaucratic Reform Index from year 1 to year 3 is grade C (Poor), but the actual realization and achievement ratio are unknown. The target for year 4 is grade B (Good), the actual realization is C (Poor), and the achievement ratio is not available. The target for year 5 is grade B (Good), the actual realization is C (Poor), and the achievement ratio is also not available.

2. Local Government Administration Report (LPPD) Score

The Renstra target for the LPPD Score from year 1 to year 4 is "Satisfactory." The realization in year 1 and year 2 is "High," in year 3 is "Very High," while in year 4 it is unknown. The achievement ratio for years 1–3 is 100%, while for year 4 it is not yet known. The Renstra target for year 5 is "Very Satisfactory," but its realization and achievement ratio have not yet been released.

3. Government Agency Performance Accountability System (SAKIP) Score

The Renstra target for SAKIP in year 1 is CC (Adequate), the realization is C, and the achievement ratio is unknown. The target for year 2 is C (Poor), the realization is C (Poor), and the achievement ratio is 100%. The targets for years 3–5 are B (Good), the realization is C (Poor), and the achievement ratio is unavailable.

4. Community Satisfaction Index (IKM)

The Renstra target for IKM in year 1 is 40.00, the realization is 72.12, and the achievement ratio is 100%. The target for year 2 is 40.00 and for year 3 is 45.00, but the realizations and ratios for years 2 and 3 are unknown. The target for year 4 is 45.00, the realization is 73.36, and the ratio is 100%. The target for year 5 is 50.00, the realization is 81.81, and the ratio is 100%.

5. Percentage of e-Procurement Implementation

The Renstra target for e-Procurement implementation in year 1 is 80.00, but the realization and ratio are unknown. The target for year 2 is 80.00, realization 92.00, and ratio 100%. The target for year 3 is 80.00, realization 88.00, and ratio 100%. The target for year 4 is 80.00, realization 29.00, and ratio 36.25%. The target for year 5 is 85.00, realization 11.00, and ratio 12.94%.

6. Percentage of Regional Work Units (OPD) with Public Service SOPs

The Renstra target for OPDs with Public Service SOPs in year 1 is 40.00, but realization and ratio are unknown. The target for year 2 is 50.00, realization 84.85, and ratio 100%. The target for year 3 is 60.00, realization 81.82, and ratio 100%. The target for year 4 is 00.00, realization and ratio unknown. The target for year 5 is 80.00, realization 51.52, and ratio 64.4%.

7. Percentage of Compliance with the Public Service Act Implementation

The Renstra target for year 1 is 0, with realization and ratio unknown. The target for year 2 is 70.00, realization 58.39, and ratio 83.41%. The target for year 3 is 80.00, realization 76.42, and ratio 95.52%. The target for year 4 is 80.00, realization 76.42, and ratio 95.52%. The target for year 5 is 85.00, realization 83.70, and ratio 98.43%.

8. Percentage of Adequate Sub-district/Village Office Rooms

The Renstra target for year 1 is 70, with realization and ratio unknown. The target for year 2 is 75.00, realization 90.57, and ratio 100%. The target for year 3 is 80.00, realization 94.34, and ratio 100%. The target for year 4 is 85.00, realization 71.70, and ratio 84.3%. The target for year 5 is 90.00, realization 49.06, and ratio 54.51%.

9. Number of Legal Product Disseminations

The Renstra target for year 1 is 3, but realization and ratio are unknown. The target for year 2 is 3, realization 2, and ratio 66.6%. The target for year 3 is 3, realization 3, and ratio 100%. The target for year 4 is 3, realization 1, and ratio 33.3%. The target for year 5 is 3, realization 3, and ratio 100%.

10. Number of Legal Product Publications

The Renstra target for year 1 is 30, but realization and ratio are unknown. The target for year 2 is 30, realization 1,298, and ratio 100%. The target for year 3 is 30, realization 715, and ratio 100%. The target for year 4 is 30, realization 684, and ratio 100%. The target for year 5 is 30, realization 778, and ratio 100%.

C. Respondent Characteristics

From the research questionnaire distributed to 60 employees at the Department of Personnel and Human Resource Development of Simalungun Regency, the characteristics of the respondents are as follows:

1) Respondents' Characteristics Based on Age

From the research results obtained through questionnaires distributed according to age, the number of employees is shown below:

No	Age (Years)	Number	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%
Total		60	100%

Based on the table above, it can be seen that respondents aged 20–24 years make up 1.6%, those aged 25–29 years 6.6%, aged 30–34 years 5%, aged 35–39 years 8.3%, aged 40–44 years 28.3%, aged 45–49 years 25%, aged 50–54 years 16.6%, and aged 55–59 years 8.3%. This indicates that, given their age range, respondents tend to have objective thinking and are capable of making mature decisions.

2) Respondents' Characteristics Based on Years of Service

From the research results based on years of service, the number of employees is shown below:

Table 12. Number of Employees by Years of Service

No	Years of Service	Number	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%
Total		60	100%

Based on the table above, 8.3% of employees have worked for 1–5 years, 3.3% for 6–10 years, 20% for 11–15 years, 26.6% for 16–20 years, 23.3% for 21–25 years, 13.3% for 26–30 years, and 5% for 31–35 years. These data indicate that most employees have relatively long years of service, which positively influences their performance as they possess considerable work experience.

3) Respondents' Characteristics Based on Job Position

From the research results obtained through questionnaires categorized by job position, the data are as follows:

Table 13. Number of Employees by Job Position

No	Position	Number	Percentage
1	Head of Division (Kabag)	6	10%
2	Senior Supervisor (Pembina Utama Muda)	3	5%
3	Policy Analyst (Intermediate Expert)	9	15%
4	Specific Functional Position	17	28.3%
5	General Functional Position	25	41.6%
Total		60	100%

Based on the table above, 10% of respondents hold the position of Head of Division, 5% are Senior Supervisors, 15% are Policy Analysts, 28.3% hold Specific Functional Positions, and 41.6% hold General Functional Positions. This variety indicates that the questionnaires were filled out by employees from various hierarchical positions with differing responsibilities, contributing to the accuracy and diversity of responses.

4) Respondents' Characteristics Based on Department/Section

From the research results categorized by department or section, the data obtained are as follows:

Table 14. Number of Employees by Department

No	Department	Number	Percentage
1	Governance	5	8.3%
2	Social Welfare (Kesra)	5	8.3%
3	Legal Affairs	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 Affairs	11	18.3%
8	Organization	12	20%
9	Protocol and Communication (Prokopim)	4	6.6%
10	Mayor's Expert Staff	3	5%
Total		60	100%

Based on the table above, 8.3% of respondents work in Governance, 8.3% in Social Welfare, 8.3% in Legal Affairs, 8.3% in Economy and Natural Resources, 8.3% in Development Administration, 8.3% in Procurement, 18.3% in General Affairs, 20% in Organization, 6.6% in Protocol and Communication, and 5% in the Mayor's Expert Staff division. The number of employees in each department varies according to the total number of personnel assigned to each division.

5) Respondents' Characteristics Based on Gender

From the research results categorized by gender, the number of employees is as follows:

Table 15. Number of Employees by Gender

No	Gender	Number	Percentage
1	Male	33	55%
2	Female	27	45%
Total		60	100%

Based on the table above, 55% of the respondents are male and 45% are female, showing a 10% difference between the two genders.

6) Respondents' Characteristics Based on Educational Background

From the research results categorized by educational background, the number of employees is as follows:

Table 16. Number of Employees by Educational Background

No	Education Level	Number	Percentage
1	Master's Degree (S2)	8	13%
2	Bachelor's Degree (S1)	36	60%
3	Senior High School (SLTA/SMA)	11	18%
4	Junior High School (SLTP/SMP)	4	7%
5	Elementary School (SD)	1	2%
Total		60	100%

Based on the table above, the majority of employees (60%) hold a Bachelor's degree, followed by Senior High School graduates (18%), Master's degree holders (13%), Junior High School graduates (7%), and Elementary School graduates (2%). This educational distribution suggests that most employees possess adequate academic qualifications, which are expected to support effective job performance and collaborative work regardless of educational background.

4. CONCLUSION

Employee placement has a significant relationship with employee performance at the Department of Personnel and Human Resource Development of Simalungun Regency. Based on the results of the questionnaire analysis, most employees feel that their job placements are in accordance with their educational background and prior experience. Factors influencing employee placement, such as education, work experience, and skills, are proven to affect the quality and quantity of employee performance. Employees who possess knowledge and skills aligned with their job positions tend to deliver better performance.

However, based on respondent data, the employee placement process has not yet been fully effective. This is evident from the fact that placements based on educational level and age have not been properly implemented, as there are still employees with educational backgrounds at the junior high school (SLTP) and elementary school (SD) levels, as well as employees aged over 56 years.

To enhance employee performance, it is recommended that the Department of Personnel and Human Resource Development of Simalungun Regency conduct a more comprehensive review of employee placements, especially by taking into account relevant educational backgrounds and work experiences. Additionally, skill development through relevant training programs is essential. Such training should be tailored to the job requirements to ensure that employees continuously improve their competencies and productivity.

Furthermore, it is important for the institution to carry out regular performance evaluations to ensure that the placements and assigned tasks align with employee capabilities, while also allowing adjustments when necessary. Lastly, the implementation of a transparent and merit-based performance appraisal system is highly encouraged to minimize the potential for placement disparities caused by favoritism or other subjective factors.

REFERENCES

- Kembauw, E., Mulyono, S., Ismainar, H., Bairizki, A., Muniarty, P., Yuningsih, E., Khurosani, A., Marlina, H., Min Fadlillah, A., Utomo, B., Ramaditya, M., Ambarwati, R., & Aisya, H. (2020). *Manajemen sumber daya manusia*. Widina Bhakti Persada.
- Kementerian Dalam Negeri Republik Indonesia. (2017). *Peraturan Menteri Dalam Negeri Nomor 86 Tahun 2017 tentang Tata Cara Perencanaan, Pengendalian, dan Evaluasi Pembangunan Daerah, Tata Cara Evaluasi Rancangan Peraturan Daerah tentang Rencana Pembangunan Jangka Panjang Daerah dan Rencana Pembangunan Jangka Menengah Daerah, serta Tata Cara Perubahan Rencana Pembangunan Jangka Panjang Daerah dan Rencana Pembangunan Jangka Menengah Daerah*. Kementerian Dalam Negeri Republik Indonesia.
- Pemerintah Kabupaten Simalungun. (2016). *Peraturan Bupati Simalungun Nomor 18 Tahun 2016 tentang Disiplin Tenaga Honorer/Tenaga Harian Lepas*. Pamatang Raya: Pemerintah Kabupaten Simalungun.
- Pemerintah Kota Pematangsiantar. (2016). *Peraturan Wali Kota Pematangsiantar Nomor 18 Tahun 2016 tentang Perubahan atas Peraturan Wali Kota Nomor 10 Tahun 2012 tentang Disiplin Tenaga Honorer/Tenaga Harian Lepas*. Pemerintah Kota Pematangsiantar.
- Priansa, D. J. (2017). *Manajemen kinerja kepegawaian: Dalam pengelolaan SDM perusahaan*. Pustaka Setia.
- Siswanto, H. B. (2021). *Pengantar Manajemen*. Bumi Aksara.
- Sugiyono. (2014). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- Sugiyono. (2020). *Metode penelitian kuantitatif, kualitatif, dan R&D* (Edisi revisi). Alfabeta.
- Werther, W. B., & Davis, K. (1996). *Human resources and personnel management* (5th ed.). McGraw-Hill.
- Yamane, T. (1967). *Statistics: An introductory analysis* (2nd ed.). Harper & Row.