



THE INFLUENCE OF PLACEMENT AND WORK EXPERIENCE ON EMPLOYEE PERFORMANCE AT THE POPULATION AND CIVIL REGISTRY SERVICE OF PANGKEP REGENCY

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Abstract

Employee performance is a critical determinant of public service quality, particularly within government institutions. This study examines (a) the effect of job placement on employee performance and (b) the effect of work experience on employee performance at the Population and Civil Registration Office of Pangkep Regency. Using a quantitative approach, data were collected from 47 civil servants selected through saturated sampling. Questionnaires served as the primary data collection tool, and the data were analyzed with SPSS 25 using descriptive statistics, instrument testing, classical assumption tests, multiple linear regression, and hypothesis testing. The results show that job placement does not have a significant positive impact on employee performance, suggesting that proper placement alone is insufficient to enhance outcomes. Conversely, work experience exerts a significant positive influence, indicating that accumulated knowledge and practical expertise contribute to improved employee performance in service delivery. These findings highlight the importance of organizational strategies that strengthen employee experience through training and continuous professional development to enhance public sector service quality.

Keywords: Job Placement, Work Experience, Employee Performance, Public Services

INTRODUCTION

Human resources (HR) are among the most crucial elements of an organization. The success of an organization, whether in the business sector or in government institutions, is largely determined by the quality, capacity, and performance of its employees. In the context of government agencies, the presence of qualified HR is even more vital since every service activity provided is directly experienced by the wider community. Therefore, HR management strategies must be carefully planned to enhance organizational performance. Governments are required to place employees in positions that align with their competencies, skills, and work experience to ensure organizational goals are achieved effectively and efficiently. Proper employee placement makes a substantial contribution to improving the quality of public services, which is the primary responsibility of government institutions.

In the human resource management literature, job placement is defined as the process of assigning an individual to a position that matches their expertise, knowledge, and skills. The principle commonly referred to as “the right man in the right place” emphasizes that alignment between employee qualifications and assigned positions fosters optimal work productivity (Dinda Sri Utami et al., 2021). Job placement is not merely filling a vacant position but a strategic effort to maximize employee potential while supporting organizational objectives. If placement is conducted without considering competencies and qualifications, the potential risks include low work motivation, increased internal conflict, and declining performance quality. Such conditions will inevitably affect public services, particularly in institutions such as the Population and Civil Registration Office.

In addition to job placement, another factor influencing employee performance is work experience. Work experience reflects the length and diversity of tasks an individual has

undertaken and how they have mastered certain skills through practical exposure. According to Chikyta Melaty (2023), work experience serves as a basis for assessing employee quality, as greater experience often translates into stronger abilities to manage complex work situations. Nurcahyo & Yulianto (2020) further highlight that sufficient work experience enables employees to act more professionally in carrying out their duties. This indicates that work experience is not only related to years of service but also encompasses the ability to solve problems, adapt to dynamic work environments, and contribute meaningfully to organizational success.

Previous studies demonstrate a close relationship between work experience and both productivity and efficiency. For example, Mundung, MS, et al. (2022) found that employees with longer work experience tend to complete tasks more quickly, accurately, and effectively compared to newly hired employees. This advantage stems from their familiarity with field challenges and their reference base in decision-making. Soraya & Akib (2024) add that work experience is an important internal factor influencing employee performance, alongside intelligence, skills, and personality. Thus, relevant work experience can be regarded as a critical asset in efforts to enhance public service quality.

Nevertheless, literature reviews reveal a research gap regarding the specific relationship between job placement, work experience, and employee performance within local government agencies, particularly in civil registration services. Most prior studies have focused on the private sector, industry, or education. Yet, employee performance in government institutions—especially those delivering population administration services—directly determines the quality of public service. Services such as issuing ID cards, birth certificates, family cards, and registering vital events require employees with adequate competence and experience to ensure efficient, accurate, and transparent processes. The lack of studies in this context creates a research gap that warrants empirical investigation.

Preliminary observations at the Population and Civil Registration Office of Pangkep Regency indicate that employee placement does not always consider the compatibility between employees' educational backgrounds or expertise and their assigned positions. Some employees are placed in roles unrelated to their core competencies, which reduces task efficiency. For example, employees with backgrounds in law or social sciences are assigned to technical positions that demand expertise in administration or information technology. This mismatch creates inefficiencies and diminishes service quality. In terms of work experience, employees with longer tenure generally perform better, especially in processing civil registration documents promptly and accurately. Conversely, newly recruited employees require longer adjustment periods, leading to lower productivity. These observations strengthen the rationale for examining the impact of job placement and work experience on employee performance in this institution.

Employee performance refers to the outcomes achieved by an individual in fulfilling their responsibilities. Widyanarko & Sukesni (2020) describe performance as a combination of motivation, ability, effort, and opportunity that employees possess in completing their tasks. Therefore, improving performance is shaped not only by internal factors such as motivation and ability but also by external factors such as appropriate job placement and relevant work experience. When proper placement is combined with adequate work experience, it generates a positive synergy that drives organizational performance.

Based on the above discussion, job placement and work experience play a significant role in determining employee performance, particularly in public service-oriented government institutions. However, the limited empirical research on these variables within local government contexts, especially in Pangkep Regency, creates a gap that must be addressed. This study seeks to provide a more comprehensive understanding of the importance of strategic job placement and the role of work experience in strengthening employee performance. Furthermore, the findings are expected to serve as a valuable reference for local governments in formulating HR management policies, particularly concerning employee placement and career development.

Accordingly, this research aims to analyze the influence of job placement on employee performance and to examine the influence of work experience on employee performance at the Population and Civil Registration Office of Pangkep Regency. The study is expected not only to

contribute to the development of human resource management theory but also to provide practical implications for improving the quality of public services at the regional level.

METHOD STUDY

This research is a quantitative study with an explanatory approach, characterized by systematic and structured procedures from the study design to its conclusion. Quantitative research involves collecting numerical data and analyzing it using statistical techniques (Sari & Alam, 2023). The study was conducted at the Office of Population and Civil Registry Service of Pangkep Regency, located on Jl. H. Moh. Arsyad B, Padoang Doangan, Pangkajene and Islands District, over a two-month period from November to December 2024. The data sources consisted of both primary and secondary data. Primary data were obtained directly from respondents through interviews and questionnaires, while secondary data were gathered from existing references, including tables, charts, and documents provided by third parties.

The population of this study consisted of all 47 permanent employees at the Population and Civil Registry Service of Pangkep Regency, with the entire population used as the sample through a saturated sampling technique (Rahmi, 2017; Lisman & Sumiati, 2023). Data collection techniques included observation, which involved directly monitoring office activities; documentation, which provided supporting evidence from official records, photographs, organizational structures, and institutional profiles; and questionnaires, which employed checklists and evaluation scales to measure respondents' behaviors and attitudes. These combined methods ensured the reliability and comprehensiveness of the data collected for further analysis.

Operational Definition of Variables and Measurement

Operational definitions describe how variables are measured to ensure accurate and reliable results. This study includes independent variables, namely placement and work experience, and a dependent variable, employee performance. Placement refers to strategic human resource management that ensures individuals are positioned according to their interests, talents, and abilities to maximize organizational effectiveness. Work experience relates to an individual's skills in performing tasks, measured by work duration, task comprehension, completion ability, and contributions to the organization. Employee performance refers to work outcomes influenced by ability, experience, motivation, and a conducive work environment, measured in terms of work quantity, quality, time adherence, attendance, and cooperation ability.

Variable Measurement Scale

The measurement scale is a standardized reference used to determine interval lengths in measuring instruments, ensuring quantitative data accuracy. There are four types of measurement scales:

1. **Nominal Scale** – The simplest form of measurement that categorizes variables without assigning quantitative value, such as gender classification (1 for male, 2 for female).
2. **Ordinal Scale** – Establishes a ranking order among variables but does not specify distance between them, such as satisfaction levels (1 = very dissatisfied, 5 = very satisfied).
3. **Interval Scale** – Contains all the characteristics of nominal and ordinal scales with fixed intervals but lacks an absolute zero point, allowing for arithmetic operations except ratio calculations.
4. **Ratio Scale** – The highest measurement level, including all characteristics of the other scales while possessing an absolute zero value, allowing for direct ratio comparisons (e.g., weight measurements where 60 kg is twice as heavy as 30 kg).

Data Analysis Method

The data analysis method used in this research is processed through SPSS software, incorporating various analytical techniques. Descriptive analysis is employed to measure variables by inputting tested variable results into the software. The research instrument used is a questionnaire distributed to respondents to measure the influence of placement and work experience on employee performance at the Population and Civil Registry Service of Pangkep Regency.

Research Instrument Testing

Validity testing is conducted to assess whether the questionnaire used is reliable and accurately measures the intended variables. Ensuring data validity helps prevent misinterpretations and enhances the credibility of the research findings. The research process is structured to analyze how placement and work experience impact employee performance, contributing valuable insights into human resource management in public service institutions.

RESULTS AND DISCUSSION

A. Research Results

Respondent Characteristics

The data used in this study are primary data obtained through questionnaires distributed to employees of the Population and Civil Registration Service of Pangkep Regency. The questionnaires focused on variables such as placement, work experience, and employee performance. The study involved 47 respondents, all of whom were Civil Servants (PNS). Respondents provided answers based on their perceptions by marking the most appropriate response. The respondent characteristics include gender, age, education level, and length of service, as detailed below.

1. Gender

Table 1
Presents the distribution of respondents based on gender.

Gender	Number of Respondents	Percentage (%)
Male	20	42.6
Female	27	57.4
Total	47	100

Source: Primary Data Processing Results, 2024.

The table indicates that 20 respondents (42.6%) were male, while 27 respondents (57.4%) were female, showing that female respondents outnumbered males in this study.

2. Age

Table 2
Presents the age distribution of the respondents.

Age Group	Number of Respondents	Percentage (%)
31 – 40 years	8	17
41 – 50 years	29	61.7
51 – 60 years	10	21.3
Total	47	100

Source: Primary Data Processing Results, 2024.

The results show that most respondents (61.7%) were aged 41–50 years, followed by 21.3% in the 51–60 years category and 17% in the 31–40 years category.

3. Educational Level

Table 3
Provides information on respondents' educational backgrounds.

Educational Level	Number of Respondents	Percentage (%)
Senior High School	2	4.2
D3	13	27.7
S1	22	46.8
S2	10	21.3
Total	47	100

Source: Primary Data Processing Results, 2024.

The results indicate that most respondents (46.8%) had a bachelor's degree (S1), followed by 27.7% with a diploma (D3) and 21.3% with a master's degree (S2), while only 4.2% had a high school education.

4. Length of Service

Table 4
Provides details on respondents' length of service.

Length of Service	Number of Respondents	Percentage (%)
1 – 10 years	7	14.9
11 – 20 years	21	44.7
21 – 30 years	16	34
> 30 years	3	6.4
Total	47	100

Source: Primary Data Processing Results, 2024.

Most respondents (44.7%) had been working for 11–20 years, followed by 34% with 21–30 years of service, 14.9% with 1–10 years, and 6.4% with over 30 years.

5. Descriptive Analysis

This study examines three variables: placement (X1) and work experience (X2) as independent variables, and employee performance (Y) as the dependent variable. A Likert scale was used, with scores ranging from 1 (strongly disagree) to 5 (strongly agree). The following evaluation criteria were used :

Table 5
Descriptive Analysis

Average Score	Evaluation
1.00 – 1.80	Very Bad
1.81 – 2.61	Not Good
2.62 – 3.42	Fairly Good
3.43 – 4.23	Good
4.24 – 5.00	Very Good

Source: Primary Data Processing Results, 2024.

The score range is calculated as follows:

- Highest score = $5 \times 47 = 235$
- Lowest score = $1 \times 47 = 47$
- Score range = $235 - 47 = 188 / 5 = 37$

Based on the calculations, the evaluation categories are:

Table 6
The Score Range

Range	Evaluation
47 – 84	Very Low
85 – 122	Low
123 – 160	Fairly High
161 – 198	High
199 – 236	Very High

Source: Primary Data Processing Results, 2024.

6. Placement (X1)

The placement variable was measured using a questionnaire with ten statements.

Table 7
Resents The Responses.

Question	Score	Average
X1.1	189	4.02
X1.2	192	4.08
X1.3	201	4.28
X1.4	195	4.15
X1.5	187	3.98
X1.6	195	4.15
X1.7	189	4.02
X1.8	185	3.94
X1.9	177	3.77
X1.10	163	3.47
Overall Average	187.3	3.99

Source: Primary Data Processing Results, 2024.

The highest mean score was observed in X1.3 (4.28), indicating that employees believe that work experience enhances confidence in task execution. The overall placement variable received a good rating, with an average score of 3.99, categorizing it as high.

7. Work Experience (X2)

The work experience variable was measured using eight statements. Table 4.6 presents the results.

Table 8
Resents The Responses.

Question	Score	Average
X2.1	189	4.02
X2.2	180	3.83
X2.3	184	3.91
X2.4	185	3.94
X2.5	186	3.96
X2.6	184	3.91
X2.7	185	3.94
X2.8	192	4.09
Overall Average	187.1	3.98

Source: Primary Data Processing Results, 2024.

The results show that the highest mean score was in X2.8 (4.09), indicating that respondents strongly agreed that work experience plays a crucial role in achieving institutional goals. The overall work experience variable was rated good, with an average score of 3.98, placing it in the high category.

These findings suggest that both job placement and work experience significantly contribute to employee performance at the Population and Civil Registration Service of Pangkep Regency.

B. Discussion

1. The Influence of Placement on Employee Performance at the Population and Civil Registry Service of Pangkep Regency

Based on the results of the t-test, a significance value of 0.115 was obtained, which is greater than 0.05, along with a calculated t-value of 1.606, which is smaller than the critical t-table value of 1.678. Thus, the null hypothesis (H0) is accepted and the alternative hypothesis (H1) is rejected. This indicates that employee placement does not have a positive and significant effect on employee performance at the Population and Civil Registration Office of Pangkep Regency. The determination test (R^2) further shows that the effect of job placement on employee performance is only 0.325. This suggests that placement is not a dominant factor in improving employee performance, implying that other factors play a more decisive role in determining performance quality within the institution.

Theoretically, job placement is often considered a key factor influencing employee effectiveness. According to Hartatik (2014), the effectiveness of placement functions largely depends on three critical conditions: (1) job analysis information, (2) human resource planning, and (3) the success of recruitment functions. Job analysis information is needed to define job descriptions, specifications, and performance standards for each position. HR planning provides insight into available vacancies within the organization, while recruitment ensures a pool of qualified candidates from which selections can be made. When these three aspects function effectively, the principle of “the right man in the right place” can be realized.

However, the findings of this study demonstrate that job placement does not significantly affect employee performance. Several explanations may account for this. First, the placement system at the Population and Civil Registration Office of Pangkep Regency is likely not fully based on job analysis and employee competencies, but rather driven by short-term administrative needs or non-technical considerations. For instance, employees may be assigned to positions merely due to urgent staffing needs, without regard to their educational background or skills. This mismatch reduces task optimization, leading to limited impact on performance outcomes.

Second, within the context of government bureaucracy, placement is often influenced by staffing regulations, job rotation policies, or even seniority considerations. Placement based solely on formal procedures does not always guarantee high productivity. In other words, even if an employee is positioned in a role consistent with their job title, their performance may not necessarily improve without adequate work motivation, a supportive work environment, and effective leadership.

Third, these findings are consistent with the study of Rudyanto Simanjuntak (2020), which revealed that job placement does not significantly influence performance outcomes. This underscores that placement is only one component of HR management that requires synergy with other factors, such as training, organizational culture, and reward systems. Without sufficient supporting elements, the effect of placement on employee performance becomes weak or even insignificant.

Therefore, the results of this research imply that government institutions cannot rely solely on employee placement strategies to improve performance. A more comprehensive approach is required, integrating placement with competency development, motivation enhancement, and continuous employee coaching. This aligns with Robbins & Judge (2017), who argue that employee performance is determined by a combination of ability, motivation, and opportunity. Placement addresses the ability aspect when aligned with employee competencies, but it is insufficient to enhance performance if motivation and opportunity are not also taken into account.

2. The Influence of Work Experience on Employee Performance at the Population and Civil Registry Service of Pangkep Regency

The results of the t-test show that the work experience variable has a significance value of 0.000, which is smaller than 0.05, with a t-statistic of 3.829 that exceeds the t-table value of 1.606. Therefore, the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted. This means that work experience has a positive and significant effect on employee performance at the Population and Civil Registration Office of Pangkep Regency. The coefficient of determination (R^2) also indicates that work experience contributes 0.325 to variations in employee performance.

These findings are consistent with the theory proposed by Nurcahyo & Yulianto (2020), who argue that sufficient work experience enables employees to become more professional in carrying out their duties. Employees with longer tenure possess broader knowledge, more refined skills, and stronger problem-solving capabilities. In the context of civil registration services, experienced employees tend to be quicker in processing documents, more familiar with bureaucratic procedures, and more adept at providing solutions when service obstacles arise.

This study is also in line with the findings of Putri Annisa (2022), which revealed that work experience has a significant positive effect on employee performance. The longer the work experience, the greater the knowledge acquired, allowing tasks to be completed more quickly, efficiently, and accurately. Furthermore, work experience helps employees build intuition and non-technical skills, such as public communication, negotiation abilities, and conflict management. This highlights that experience is not merely about the length of service but also about the depth of learning gained from that experience.

From a performance theory perspective, work experience reinforces the aspects of "ability" and "opportunity" in the framework of Robbins & Judge (2017). Experience allows employees to refine their skills and enhance competence, while the opportunity to face diverse work situations provides space to develop adaptability. The accumulation of such experiences makes employees more confident, more skilled, and ultimately improves the quality of their performance.

Moreover, work experience is closely related to the concept of human capital theory introduced by Becker (1964), which emphasizes that investment in experience and skills leads to increased individual productivity. Thus, accumulated work experience can be considered a valuable form of human capital that, in turn, positively impacts organizational productivity and overall performance.

3. Synthesis of Findings

Overall, this study demonstrates that job placement does not have a significant effect on employee performance, whereas work experience exerts a positive and significant influence. These findings emphasize that, in the context of the Population and Civil Registration Office of Pangkep Regency, work experience is a more dominant factor than job placement. This can be explained by the fact that work experience reflects an accumulation of practical knowledge and skills directly applied in carrying out tasks, while job placement alone does not automatically improve performance without additional support such as training, motivation, and a conducive work environment.

The practical implication of this research is that local governments should place greater emphasis on strategies for developing employee experience through appropriate job rotation, continuous training, and opportunities to handle various complex service cases. Furthermore, improving the job placement system remains important but must be supported by comprehensive job analysis, well-structured HR planning, and competency-based recruitment mechanisms. With this combination of strategies, employee performance in delivering population services is expected to improve significantly, ultimately leading to enhanced public service quality in Pangkep Regency.

CLOSING

A. Conclusion

Based on the research conducted on the influence of placement and work experience on employee performance at the Population and Civil Registry Service of Pangkep Regency, the following conclusions can be drawn:

1. The placement variable does not have a positive effect on the performance of employees at the Population and Civil Registration Service of Pangkep Regency. Therefore, H0 is accepted, and H1 is rejected.
2. The work experience variable has a significant positive effect on the performance of employees at the Population and Civil Registration Service of Pangkep Regency. Thus, H0 is rejected, and H1 is accepted.

B. Suggestions

Based on the research conclusions, the following suggestions are proposed:

1. For Agencies

It is recommended that leaders focus on enhancing employees' innovation in their work. By fostering innovation, employees can develop their skills and improve efficiency in completing tasks and responsibilities.

2. For Researchers

Future research should consider incorporating additional variables beyond those examined in this study to provide a more comprehensive understanding of factors influencing employee performance.

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