



## **Synergy of Competence, Placement, and Job Satisfaction in Encouraging the Performance of District Apparatus**

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### **Abstract**

Employee performance is a crucial factor for the success of an organization. To achieve optimal performance, several factors need to be considered, including employee competence, job placement, and job happiness. This study focuses on analyzing the relationship between these variables and employee performance in the Mondokan District area, Sragen Regency. The main objective of this study is to identify and analyze the relationship between employee competence, job placement, and job happiness with employee performance in Mondokan District, Sragen Regency. This study uses a quantitative approach with a cross-sectional study design. The population of this study consisted of 45 workers in Mondokan District, Sragen Regency. The sampling technique used is saturated sampling, where the entire population is sampled. Therefore, the sample of this study amounted to 45 employees. Primary data were collected directly using questionnaires as research instruments. Data analysis was carried out using multiple regression analysis through SPSS software. The results of the study showed a positive and statistically significant relationship. It was found that employee competencies have a positive and significant relationship to their performance. In addition, job placement also has a positive and significant effect, and job happiness has been shown to be positively correlated with increased employee productivity.

**Keywords: Competency, Employee Performance, Job Satisfaction, Placement**

### **INTRODUCTION**

Employee performance is critical to the success of any organization, but notably sub-district government agency (Sakir, 2024). In Mondokan District, Sragen, optimizing employee performance is the main focus to ensure effective and efficient public services to the community. According to Katili et al. (2021) Generally, the leadership of a government agency expects good performance from each employee in carrying out the tasks given. When it comes to building their organizations, government agencies know that human resources (HR) are the most important asset. Hence, the agency's objectives can only be met via consistently cultivating and directing high-quality human resources (Inthaly & Almubaroq, 2022). Various factors are allegedly to affect the high and low performance of employees, and of these many

factors, employee competence, job placement, and job satisfaction are often cited as important interrelated determinants.

Every single employee definitely has dependable skills when it comes to doing their job. Professionalism in the workplace depends on workers' competence (Pramularso, 2018). Employees' future contributions to the organization will be even better if this skill is continued to be strengthened (Wibowo & Sutianingsih, 2025). According to Safira & Rozak (2020), competence is a fundamental personal quality that correlates to how well an individual does their job, or the fundamental traits of people who are directly or indirectly related to meeting reference standards for effective, outstanding, or superior performance at work or in specific contexts. The primary basis for attaining peak performance is employee competences, which encompass the information, abilities, and mindsets required to do jobs successfully (Puspitasari & Sutianingsih, 2025). Employees with high competence tend to be able to complete work accurately, quickly, and according to the set standards. On the other hand, a lack of competence can hinder productivity and the quality of work results, leading to a decrease in overall performance (Tumanggor & Girsang, 2021) Therefore, it is important to understand the extent to which the level of competence possessed by employees of Mondokan District, Sragen, contributes to their performance.

Appropriate job placement is just as important as competency when it comes to motivating employees to work well (Wahana & Sutianingsih, 2023). According to Putri (Putri, 2022) placement is related to adjusting a person's abilities and talents to the work he or she will do. It is an important manager's job to place people in the right jobs. The placement of workers in the right position is not only the desire of the company but also the desire of the workforce itself so that the person concerned can know the responsibilities and tasks given and carry out these tasks as well as possible (Rondo et al., 2018) Placements that are appropriate to the individual's educational background, skills, interests, and potential will create a higher sense of comfort and job satisfaction (Tiorida, 2021) When an employee is placed in a position that aligns with his or her abilities, he or she will be more motivated to develop and contribute at his best. Conversely, improper placement can lead to demotivation, frustration, and even conflict, ultimately negatively impacting performance.

Finally, psychological factors such as job satisfaction affect motivation, loyalty, and performance (Damayanti & Sutianingsih, 2023) in the workplace. Satisfaction with one's job can be defined as the extent to which one's actual compensation does not meet their expectations (Rosmaini & Tanjung, 2019). A person's job satisfaction level is an indicator of how well their expectations for their job align with the benefits they receive from their employer. Employees who feel satisfied with their work, whether in terms of salary, work

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environment, relationships between colleagues, and career development opportunities, tend to be more enthusiastic, committed, and productive (Putra & Sutianingsih, 2023). of satisfaction will encourage them to put extra effort into completing tasks and achieving targets. On the other hand, dissatisfaction can lead to apathy, absenteeism, and a desire to quit work, all of which will be detrimental to the organization's performance (Rinaldi & Ramli, 2023).

This research has novelty because it specifically examines the relationship between employee competence, job placement, and job satisfaction with employee performance focused on the local context in Mondokan District, Sragen Regency. Although these variables have been widely researched in general, there have not been many studies that have integrated these three factors competence, placement, and happiness in a single research model in this specific region. Given the limited population and unique characteristics in Mondokan, these findings are expected to make a relevant and practical empirical contribution to human resource management at the local level, as well as serve as a basis for the development of similar models in other areas with comparable contexts.

## **LITERATURE REVIEW**

This research is based on several main theories that complement each other. HR Theory is the main foundation, which states that employees are the most valuable asset for an organization. This theory emphasizes the importance of managing and developing employees to achieve organizational goals. In this context, employee competence is a key element. According to Competency Theory, optimal performance is achieved when individuals have knowledge, skills, and attitudes that are relevant to their duties. The Person Job Fit Theory explains that the appropriate placement of work between individual characteristics (such as interests, personality, and expertise) and job demands will result in higher job satisfaction and, ultimately, better performance. Finally, this study also refers to the Psychological Well-Being Theory which links job happiness with performance. This theory argues that employees who feel prosperous and happy at work tend to be more motivated, creative, and productive, which directly positively impacts their performance. Thus, the study integrates these three theories to provide a holistic understanding of the factors that affect employee performance.

### **Employee Performance**

Performance in the workplace is defined as the sum of an employee's efforts, both in terms of quantity and quality, made while fulfilling their assigned tasks (Budiyatko & Sutianingsih, 2024). The concept of performance refers to how well an individual, team, or organization completes their work, which is often measured by pre-set standards, targets, and

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goals (Darma et al., 2024). Optimal performance is not only seen from the achievement of physical targets, but also how the process of achieving them is achieved, which includes resource use efficiency, compliance with procedures, and quality of work results (Prasetyono et al., 2020). The factors that affect performance are very diverse, ranging from internal factors such as motivation and ability, to external factors such as the work environment and reward system. In the organizational context, employee performance is an important indicator of the success of achieving strategic and operational goals, as well as the basis for career development, compensation, and determination of training needs (Lestari et al., 2023).

### **Employee Competencies**

Competence is defined as a combination of knowledge (cognitive), skills (psychomotor), and attitude (affective) that individuals have and apply in carrying out tasks or work effectively and efficiently (Permanasuri & Sitinjak, 2022). Knowledge includes theoretical understanding and information relevant to the job. Skills refer to the practical ability to perform certain tasks well (Sitompul et al., 2024). Meanwhile, attitudes include values, beliefs, and personal characters that influence the way individuals interact and behave in the workplace (Sabarofek & Sawaki, 2018). Competence is not only seen from what is known and can be done, but also how it is implemented in various work situations (Budhiningtias Winanti, 2011). To guarantee that workers have the skills necessary to do their jobs well and contribute to the company's success, human resource management relies on competency identification and development (Wulandari & Sutianingsih, 2023).

### **Work Placement**

Job placement is the process of assigning or transferring an employee to a certain position or position in an organization. This process involves matching the qualifications, abilities, interests, and potentials of employees with the requirements and characteristics of the available jobs (Reginaldis & Ohoiledyaan, 2020). The main goal of placement is to ensure that each position is filled by the most suitable individual, so that they can work optimally, feel satisfied, and make maximum contributions (Kusumaningrum et al., 2024). Proper placement can increase productivity, efficiency, and work effectiveness, as well as reduce employee *turnover* rates. On the contrary, inappropriate placement can lead to demotivation, dissatisfaction, work stress, and decreased performance (Amalia, 2017). Therefore, placement policies should consider careful job analysis, employee competency assessments, and individual aspirations to create optimal alignment.

### **Job Satisfaction**

Job satisfaction is an emotional state or positive attitude that an individual enjoys towards his or her work (Ahmadiansah, 2016). This is a person's evaluation of various aspects of their job, such as salary, promotion, supervision, co-workers, and the nature of the job itself. The level of job satisfaction is influenced by an individual's perception of how well his work meets his personal needs and values (Hafid & Hasanah, 2016). Workers who are content in their jobs are less likely to call out sick, more invested in the success of the company, and generally more driven overall. Job satisfaction not only has an impact on individuals, but also on organizational performance as a whole, because satisfied employees tend to be more productive, creative, and innovative (Sutianingsih, 2023). Therefore, creating a conducive work environment and providing adequate incentives is an important strategy to increase employee job satisfaction.

Employees who feel satisfied with various aspects of their work, such as salary, work environment, relationships with superiors and colleagues, and career development opportunities, are more likely to show higher levels of commitment and motivation. This sense of satisfaction creates positive energy that encourages them to work harder, be more focused, and be more innovative (Hastuti & Sutianingsih, 2023). They tend to be more proactive in finding solutions, more loyal to the organization, and have a low attendance rate. For example, employees who feel valued and have a clear career path will be more enthusiastic about achieving targets. On the other dissatisfaction can trigger demotivation, decreased enthusiasm, and even the desire to change jobs, which will ultimately drastically decrease productivity and performance quality. Consequently, sustaining good performance requires keeping employees happy in their jobs. According to studies done by Suryawan and Salsabilla (2022), when employees are happy in their jobs, it shows in their performance. Consequently, we may develop the third hypothesis.

### **Employee Competence**

Staff members that excel in all three areas of competence (knowledge, skills, and attitude) typically provide superior results. With precision, efficiency, and adherence to standards, they can do complicated jobs. For example, an administrative employee with high competence in using office software will be able to produce reports faster and with fewer errors than employees with less competence. Conversely, a lack of competence can be a major obstacle in achieving work targets, leading to errors, delays, and ultimately negatively impacting overall performance. Thus, improving employee competence is a strategic investment to encourage optimal performance. Based on research conducted by Elkhori &

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Budianto (2024) and Nurimansjah (Nurimansjah, 2023) The impact of employee competence on employee performance is both positive and substantial. This allows us to construct that (H1) employee competence has a positive and significant effect on employee performance.

### **Work Placement**

When an employee is placed in a position that is in line with his abilities, interests, and educational background, he will feel more motivated and enthusiastic in carrying out his duties (Pramuji & Sutianingsih, 2025). Because of this compatibility, the workplace is ideal, allowing workers to reach their full potential and adjust with ease to changes in the profession. Consider the case of an individual with extensive knowledge of finance; he would function at his peak if assigned to the accounting department rather than, say, public relations. Finding the sweet spot at your workplace may do wonders for your stress levels, job satisfaction, and output quality and quantity. However, if it's not properly positioned, it will be like trying to fit a square wheel on a round cart, which will make mobility difficult and performance worse. The findings are based on the work of Wahana & Sutianingsih (2023) and Setiawan & Bagia (2021) job placement has a positive and significant effect on employee performance. Then the second hypothesis can be formulated that (H2) Job placement has a positive and significant effect on employee performance.

### **Job Satisfaction**

Employees who feel satisfied with various aspects of their work, such as salary, work environment, relationships with superiors and colleagues, and career development opportunities, are more likely to show higher levels of commitment and motivation. This sense of satisfaction creates positive energy that encourages them to work harder, be more focused, and be more innovative (Hastuti & Sutianingsih, 2023). They tend to be more proactive in finding solutions, more loyal to the organization, and have a low attendance rate. For example, employees who feel valued and have a clear career path will be more enthusiastic about achieving targets. On the other dissatisfaction can trigger demotivation, decreased enthusiasm, and even the desire to change jobs, which will ultimately drastically decrease productivity and performance quality. Consequently, sustaining good performance requires keeping employees happy in their jobs. According to studies done by Suryawan and Salsabilla (2022), when employees are happy in their jobs, it shows in their performance. Consequently, we may develop the third hypothesis that (H3) job satisfaction has a positive and significant effect on employee performance.

**METHODS**

This study employed a quantitative research technique based on a cross-sectional investigation. Concurrent measurements were taken of the independent and dependent variables. Up to 55 workers from Mondokan District, Sragen Regency, make up the study's population. This study used saturation sampling approaches for its sample technique. When the entire population is utilized as a sample, it is called saturated sampling. The sample consists of 45 employees from Mondokan District, Sragen Regency, as the population is fewer than 100. Using questionnaires as measuring instruments, primary data was collected directly. Analysis of data using multiple regression analysis in SPSS.

**RESULTS AND DISCUSSION**

If the result is greater than R table, we say that the assertion is legitimate. The findings of the computation and the R table's validity analysis are displayed in Table 1. You can explain the genuine circumstance with all of the questions in the questionnaire. These inquiries might stand in for actual business happenings. The validity test confirms the validity of the study questionnaire factors relating to employee competency, job placement, work happiness, and performance since the value of the Pearson Correlation, or R-count, was greater than the R-table, which was 0.235. Therefore, it is safe to say that all indicators of variables in statements are valid. In order to calculate the reliability coefficient, or Cronbach's Alpha, this study employed SPSS. A reliable questionnaire has a Cronbach alpha value greater than 0.6.

Table 1. Reliability Test Results

Variabel	Nilai Alpha
Employee competencies	0,805
Job placement	0,745
Job satisfaction	0,857
Employee Performance	0,783

Based on the data from 70 respondents, the variables of employee competency (X1), job placement (X2), work satisfaction (X3), and employee performance (Y) in the questionnaire statement research were determined to be trustworthy with a Cronbach's Alpha value above 0.6, as shown in table 2. Graph analysis, specifically scatterplots, allow us to check for normality by comparing the cumulative distribution to a normal probability plot. When charting the residual data, one may compare it to the diagonal line that will be formed by the normal distribution.

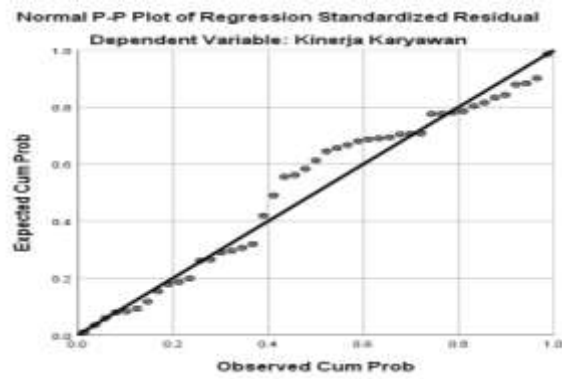


Chart 1. Normality Chart Test

The P-P Normality (Chart. 1) According to the graph, the data is distributed about the diagonal line, with the majority of the distribution occurring around the diagonal. The data follows a normal distribution, according to this. Heteroscedasticity tested regression model residual data for uneven variance. Data scatterplots were used to test heteroscedasity in this investigation. If data points are dispersed, scatterplot points don't cluster above or below zero or follow a pattern. Figure shows the study's heteroscedasticity test results:

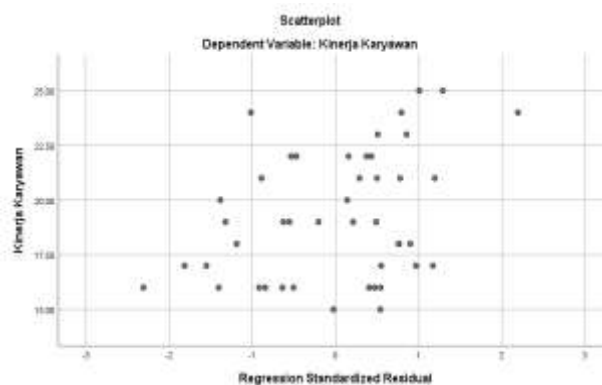


Chart 2. Heteroscedasticity Graph Test

As seen in Figure 2. The dots in the scatterplot don't seem to be arranged in any particular pattern; they're just floating around above and below the Y-axis value of zero. On the other hand, if there is a pattern, it's definitely irregular, with waves that expand and then contract the dots. Thus, the absence of heteroscedasity is inferred. Multicollinearity tests determine if the regression model's independent variables are correlated. To assess multicollinearity, we examined tolerance and variance inflation factors. Tolerance values measure independent variables provided by other independent variables. You can confirm multicollinearity with VIF. The most common multicollinearity measurements are tolerance levels over 0.10 and VIF values below 10. Multicollinearity test results:



Table 2. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Employee competencies	0.512	1.952
Job placement	0.555	1.802
Job satisfaction	0.378	2.642

The tolerance values for employee competency, job placement, and work contentment are 0.514, 0.555, and 0.378, respectively. Table 3 shows that all three independent variables have tolerance levels over 0.10. At the same time, all three independent variables work satisfaction (X3), technical competency (X2), and staff competency (X1) had VIF values below 10, indicating that they are all performing adequately. With tolerance values more than 0.10 and VIF values less than 10, we may deduce that the independent variables are not linked to multicollinearity. To find out how much free variables affect bound variables concurrently or jointly, the F test is run. The F test, shows that there is a positive and statistically significant relationship between employee performance, job placement, and work happiness; this is due to the fact that the probability value of sig. 0.000 is less than 0.05. To determine the strength of the relationship between employee performance and the independent variables of competency, job placement, and work happiness, researchers utilize multiple linear regression tests.

Table 3. Multiple Regression Test and T Test

Model	B	Std. Error	Beta	t	Sig
1 (Constant)	0.255	1.266		0.202	0.841
Employee competencies	0.230	0.071	0.256	3.245	0.002
Job placement	0.307	0.082	0.285	3.757	0.001
Job satisfaction	0.457	0.081	0.519	5.654	0.000

Based on table 5. Above, a multiple linear regression equation formulation can be obtained for the variables of employee competence, job placement and job satisfaction to the dependent (bound) variable, namely employee performance as follows:

$$Y = 0,255 + 0,230X1 + 0,307X2 + 0,457X3 + e$$

From the mathematical equation of multiple linear regression, it can be concluded as follows: When plotted against the Y-axis, the regression line for employee performance intersects at a constant of 0.255. Assuming that there is no change to the independent variables of technical competence, employee satisfaction, and competence on the job. A positive result of 0.230 indicates that the employee competency variable has a regression coefficient. This indicates that a value of 0.230 for the regression coefficient indicates that there will be an increase of the employee performance variable proportional to an increase of the employee

competency variable. The work placement variable's regression coefficient is 0.307, which is positive. It follows that the value of the employee performance variable will rise by the value of the regression coefficient, which is 0.307, if the job placement variable is increased. A positive score of 0.457 indicates that work satisfaction is a significant variable in the regression analysis. The regression coefficient suggests that there is a 0.457-point relationship between changes in work satisfaction and changes in employee performance.

To find out the extent to which the free variables are impacted by the bound variable, this determination coefficient test is employed. The modified R-square value of the determination coefficient is displayed below:

Table 4. Determinan Test

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>
0.932	0.869	0.860

Table 6 provides the basis for this. The determination coefficient (R<sup>2</sup>) is 0.847, which indicates that 85% of the variance in employee performance is explained by factors related to employee competence, job placement, and work satisfaction. However, factors not included in this analysis account for 15% of the total. The t-test was used to determine how much each independent factor explained the dependent variables in this study. The experiments in table 5 reveal that staff competency considerably impacts performance. Compared to the t-table value of 1.679 and the significance value of 0.00, the t-count value of 3.245 is greater. Job placement is positively and statistically significantly related to employee performance, as the t-calculated value of 3.757 is larger than the t-table value of 1.679 and the significance value is 0.00, which is less than 0.05. Work satisfaction considerably improves employee performance, as shown by a t-count value of 5,654 and a significance value of 0.00.

## **DISCUSSION**

The results of the first hypothesis test (H1) confirm that employee competence has a positive and significant influence on employee performance. It shows that when employees have adequate knowledge, skills, and attitudes, they are able to carry out complex tasks with precision, efficiency, and within the set standards. These findings are in line with the results of previous research by Elkhori & Budianto (2024) and Nurimansjah (2023), which also prove a strong correlation between competence and performance.

The results of the second hypothesis test (H2) show that job placement also has a positive and significant influence on employee performance. This condition reflects that placing individuals in positions that match their expertise, interests, and educational

background is crucial. This match increases motivation and enthusiasm for work, making employees feel more comfortable and motivated to reach their maximum potential. These results are consistent with studies conducted by Wahana & Sutianingsih (2023) and Setiawan & Bagia (2021).

The results of the third hypothesis test (H3) prove that job satisfaction significantly and positively affects employee performance. This indicates that when employees feel satisfied with various aspects of their work, such as salary, working conditions, relationships with their employers and coworkers, and career opportunities, they tend to invest more in their work. This satisfaction creates a sense of comfort and confidence, which encourages them to work harder, improve focus, and come up with more creative solutions. These findings are supported by research from Suryawan & Salsabilla (2022) which also found a positive relationship between job satisfaction and employee performance.

## **CONCLUSION**

Competence, job placement, and job satisfaction are three aspects of employee performance that this study aims to identify in Mondokan District, Sragen Regency. Research and analysis in the previous chapter demonstrated a favorable and statistically significant correlation between competence and performance on the job. There is a favorable and substantial correlation between job placement and employee performance. Employees are more productive when they enjoy what they do for a living.

Based on these positive and significant findings, the Mondokan District agency, Sragen Regency, is advised to consistently strengthen employee competency development programs through ongoing training, workshops, and opportunities to improve relevant skills. In addition, evaluation and optimization of the job placement process needs to be carried out regularly to ensure that employees are placed in positions that match their skills, interests, and potential, so as to maximize their contribution to performance. Finally, agencies must always maintain and improve employee job satisfaction by paying attention to aspects such as a fair *reward and recognition system*, a supportive work environment, career development opportunities, and effective communication channels to channel employee aspirations. With the implementation of these strategies in an integrated manner, it is hoped that the performance of employees in Mondokan District can continue to improve sustainably.

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