

Influence of Employee Competency and Work Placement Analysis on Increasing Employee Productivity

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Abstract

The purpose of this research is to analyze the influence of employee competency and employee placement on increasing employee work productivity at a shrimp processing company in Tuban, East Java. The research design used in this study uses a quantitative associative method. Based on the results of the data analysis that has been carried out in the first hypothesis (H1), which states that employee competence has a positive and significant effect on increasing employee work productivity, the t-count value of 9,995 is greater than the t-table value, which is 1,692, testing the second hypothesis (H2) which states that work placement has a positive and significant effect on increasing employee work productivity, the t value is 11,246 greater than the t table value, which is 1,692, which means that employee competency and employee work placement have a positive and significant effect on increasing employee work productivity, while the value The obtained R-square is 0.804 which states that the employee competence and job placement variables affect the increase in employee work productivity by 80.40% and the remaining 19.60% is influenced by other variables.

Keywords: employee competency, employee placement, increasing employee productivity

1. Introduction

Human resources are the main factor in determining the development of a company (Haryati and Siti, 2016) because every human resource owned by the company is a planner, actor and determinant in realizing the goals of the company's system (Siswidiyanto and Fadilah, 2013) and is one of the main drivers in the smooth operation of the company (Eksan and Donny, 2020) and will determine the achievement of company targets in the future (Abubakar, 2018) so that employees become a more important asset when compared to other factors of production (Setiarlan et al., 2021).

Therefore, every company must be able to manage its employees properly (Jumantoro et al., 2019) so that it will be able to increase the work productivity of each employee it has (Kartika and Khaerana, 2019). Employee work productivity shows the level of efficiency (Yuniarsih and Suwatno, 2011) and is the ability of employees to produce a product in the form of goods or services compared to production targets (Roni et al., 2021) in achieving every goal set by the company (Sutrisna and Nathasya, 2021) and is a form of measurement of the extent to which the quality of human resources is used (Jumantoro et al., 2019). Increasing employee work productivity is made possible by increasing efficiency (time, materials, labor) and work systems, improving production techniques and increasing the skills of employees (Eksan and Donny, 2020).

Increasing employee productivity is highly expected by every company (Suwanto and Siti, 2015) because it can support the achievement of company goals (Aprila, 2021), influence the progress of the company (Tumiwa et al., 2017), provide benefits for the company (Sendi and Heryanda, 2022) as well as maintaining the operational stability

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of the company so that it can run well (Iswandi, 2020) and being one of the factors in the success of achieving the targets set by the company lies in increasing employee productivity (Djuhara, 2014).

One of the important factors that influence the increase in employee productivity is competence (Kurnia et al., 2019), where every employee is required to be able to work with all the capabilities they have in order to achieve the targets set (Sriwidodo and Haryanto, 2010). Competence is the knowledge of each employee about the work being done, how to do it and knowing the results to be achieved (Rohmat, 2020) characterized by professionalism in a particular field (Edison et al., 2016). If the competencies possessed by employees are not in accordance with the placement of their duties, then the increase in employee productivity expected by the company will not run effectively and efficiently (Iswadi, 2020).

Competence can deepen and broaden the work abilities of each employee because the more often someone does the same job, the more skilled they will be in completing the job (Nurfaidah and Muhlis, 2022) so that the competence of employees in accordance with the field of work they do will be able to increase work productivity (Nugroho and Djaja, 2016).

In addition to competence, the right job placement for employees and in accordance with their competencies will also have an impact on increasing employee work productivity (Cahyono, 2016) and will provide great benefits to the company (Ramli, 2020) so that in carrying out work placements employees must be carried out procedurally (Sutrisno, 2015) and planning in employee placement must be based on the experience and education of each employee (Praskova et al., 2015) so that appropriate placement of employees will be obtained between position positions with the knowledge and abilities of employees (Roni et al., 2021) and must be carried out consequently so that employees work according to their specialization or expertise (Suwanto and Siti, 2015) and able to manage the knowledge and skills they have in completing each job that is their responsibility (Fandi, 2016).

Competencies owned by employees are needed by the company in increasing productivity to be able to achieve the goals set by the company, besides that the placement of employees according to competence will also affect the level of employee productivity, so that in this study an analysis will be carried out on the influence of employee competence and placement. work on employee productivity at a shrimp processing company in Tuban, East Java.

2. Literature Review

2.1 Competence

Competence is a person's ability to carry out a job that is based on knowledge and skills and is supported by a work attitude to be able to complete every job that is his responsibility (Wibowo, 2016). Work competencies are divided into two categories, namely threshold competencies (basic competencies) which are the main characteristics that must be owned by someone in order to carry out their work properly and differentiating competencies (field competencies) which are the factors that distinguish high performers from those with low performers (Spencer and Spencer, 1993).

The indicators used to measure the level of competence are deductive reasoning which is the ability to use logic and assessing the implications of an argument, inductive reasoning is the ability to recognize a logical sequence and evaluate a problem and then solve the problem and spatial visualization is the ability to imagine how something the object will appear if its position in space is changed (Thoah, 2018).

There are five competency dimensions that must be possessed by every employee including task skills, namely the skills of a person to carry out tasks according to workplace standards, task management skills, namely the skills of a person in managing a series of different tasks in carrying out work, contingency management skills, namely the skills of a person in taking quick and appropriate action if a problem occurs in carrying out work, job role environment skills, namely the skills of a person to work together and maintain a comfortable work environment, transfer skills, namely the skills of a person to adapt to a new work environment (Moeheriono, 2012).

To achieve a high level of performance, competencies are generally grouped into the following, namely achievement and action competencies, service competencies, leadership competencies, management competencies, thinking competencies and effective personality competencies (Spencer and Spencer, 1993).

Berdasarkan hasil penelitian yang telah dilakukan oleh (Tumiwa et al., 2017) states that employee competence has a positive and significant effect on increasing employee work productivity, the same thing was also stated by (Nurfaidah and Muhlis, 2022) which states that employee competence has a positive and significant effect on

increasing the work productivity of employees of the Education and Culture Office of the City of Bima. Based on the results of some of these studies, the hypothesis in this study is:

Hypothesis 1: Employee competence has a positive and significant effect on increasing employee work productivity.

2.2 Work Placement

Work placement is placing the position of an employee in the right job position so that it will affect the amount and quality of work performed (Badriyah, 2015), this is done for new employees as well as old employees who have experienced promotions, rotations or demotions (Yani, 2012). In placing employees, there are several requirements that must be considered, namely education is a factor that greatly determines the smooth running of an employee in carrying out the tasks and responsibilities given, health is something that must be considered in making work placements and must be adapted to physical and mental health and experience. Work is something that really influences an employee in carrying out every job that is his responsibility (Suwarto and Siti, 2015).

The procedure that must be carried out in the placement of employees is to carry out an analysis of the needs and workload as well as the existence of standards used to measure the ability level of prospective employees who will be placed (Badriyah, 2015).

There are three types of work placements according to (Siagian, 2013) namely promotion is when an employee is transferred from a position to another position whose responsibility is greater, the level in the hierarchy of positions is higher and the income received will be greater, transfer of duties (rotation) is the placement of employees in new positions where the responsibilities, hierarchy of positions and the income received is relatively the same as the previous position, and demotion is a reduction in rank or position, responsibility and reduction in income received.

Based on the results of research that has been conducted by (Kevin and FX. Pudjo, 2022) states that employee work placement has a positive and significant effect on increasing employee work productivity, the same thing was also stated by (Tawalujan et al., 2021) which states that employee work placement has a positive and significant effect on increasing employee work productivity at the Holland Bakery Boulevard Manado branch. Based on the results of some of these studies, the hypothesis in this study is:

Hypothesis 2: Work placement has a positive and significant effect on increasing employee work productivity.

3. Methods

3.1 Research Design and Sample

The research design used in this study uses the quantitative associative method, namely research that aims to determine the effect or relationship between employee competence and work placement variables on increasing employee work productivity at a shrimp processing company in Tuban, East Java.

The sample used in this study were production employees at a shrimp processing company in Tuban, East Java with a sample size of 35 production employees and data collection techniques used in this study were interviews, questionnaires and observation (Sugiyono, 2017).

3.2 Instrument Test

3.2.1 Validity Test

Validity test is one of the procedures used to measure the research variables used are valid or not. The questionnaire can be said to be valid if the statements on the questionnaire are able to reveal something that is measured by the questionnaire. To be able to find out whether each question item is valid or not by looking at the corrected item total correlation value. If each question item has an r-count value greater than the r-table value, then the question item can be said to be valid (Arikanto, 2006).

3.2.2 Reliability Test

Reliability test is used to determine the consistency of the measuring instrument used and shows the extent to which the measuring instrument can be trusted and relied on in conducting research. Measurement of the level of reliability of a research variable can be seen from the statistical results of cronbach's alpha (α), a research variable used is said to be reliable if it gives cronbach's alpha value greater than 0.60 (Sanjaya and Tarigan, 2018).

3.3 Classic Assumption Test

3.3.1 Heteroscedasticity Test

Heteroscedasticity test is one of the tests to determine whether in a regression model there is an inequality of variance from the residuals from one observation to another observation (Priyatno, 2011). The heteroscedasticity test in this study uses the scatter plot method, namely by looking at the pattern of the regression scatter plot points, if the points on the scatter plot spread in an irregular pattern above and below zero on the Y axis, then there is no heteroscedasticity problem (Kalesaran et al, 2014).

3.4 Hypothesis Test

3.4.1 Coefficient of Determination Test (R^2)

The coefficient of determination test is carried out to measure the extent to which the ability of the independent variable to explain the dependent variable. The coefficient of determination test is expressed in percentages whose values range from $0 < R^2 < 1$, if the R^2 value obtained is close to 1, it shows a stronger influence (Mulyani and Saputri, 2019).

3.4.2 t-Test

The t-test is one of the individual partial regression coefficient tests used to determine the independent variables affect the dependent variable (Sujarweni, 2015). To find out the truth of the hypothesis, criteria are used if the t-count obtained is greater than t-table then reject H_0 and accept H_a , meaning that there is an influence between the dependent variable on the independent variable (Lussy, 2018).

4. Result and Discussions

4.1 Instrument Test Results

4.1.1 Validity Test Results

Validity test is one of the procedures used to measure the research variables used are valid or not. The questionnaire can be said to be valid if the statements on the questionnaire are able to reveal something that is measured by the questionnaire. To be able to find out whether each question item is valid or not by looking at the corrected item total correlation value. If each question item has an r-count value greater than the r-table value, then the question item can be said to be valid (Suharsimi Arikanto, 2006).

Based on the table 1, it can be seen the results of the validity test of each variable, including the employee competency variable with 6 statements having an r-count value between 0.726 to 0.829 which is greater than the r-table value of 0.334, the work placement variable with 5 statements having the r-count value between 0.704 to 0.880 is greater than the r-table value which is equal to 0.334 and the variable increasing employee work productivity with 4 statements has an r-count value between 0.831 to 0.881 which is greater than the r-table value which is equal to 0.334.

Based on these results, all statement items on this research variable can be said to be valid because they have an r-count value greater than the r-table value, so that all statement items on this research variable can be used. The way to get the r-table value is $df = n - 2$, where the number of respondents is 35 respondents, so $35 - 2 = 33$, then the r-table value obtained is 0.334.

Table 1. Validity Test Results

Variable	Inquiry Code	Corrected Item-Total Correlation	r Table	Information
Employee Competency	X _{1.1}	0.755	0.334	Valid
	X _{1.2}	0.767	0.334	Valid
	X _{1.3}	0.795	0.334	Valid
	X _{1.4}	0.829	0.334	Valid
	X _{1.5}	0.726	0.334	Valid
	X _{1.6}	0.790	0.334	Valid
Work Placement	X _{2.1}	0.788	0.334	Valid
	X _{2.2}	0.806	0.334	Valid
	X _{2.3}	0.704	0.334	Valid
	X _{2.4}	0.842	0.334	Valid
	X _{2.5}	0.880	0.334	Valid
Increasing Employee Productivity	Y _{1.1}	0.876	0.334	Valid
	Y _{1.2}	0.831	0.334	Valid
	Y _{1.3}	0.881	0.334	Valid
	Y _{1.4}	0.850	0.334	Valid

Source: Primary data processed, 2022.

4.1.2 Reliability Test Results

Reliability test is used to determine the consistency of the measuring instrument used and shows the extent to which the measuring instrument can be trusted and relied on in conducting research. Measurement of the level of reliability of a research variable can be seen from the statistical results of cronbach's alpha (α), a research variable used is said to be reliable if it gives cronbach's alpha value greater than 0.60 (Sanjaya and Tarigan, 2018)

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Cronbach's Alpha standard	Decision
Employee Competency	0.866	0.60	Reliable
Work Placement	0.851	0.60	Reliable
Increasing Employee Productivity	0.883	0.60	Reliable

Source: Primary data processed, 2022.

Based on the table above, it can be seen that the results of the reliability test obtained Cronbach's alpha values for each variable, namely employee competence of 0.866, work placement of 0.851 and increased employee productivity of 0.883. The Cronbach's alpha value obtained from each research variable is greater than the comparative Cronbach's alpha value, so it can be concluded that all the variables used in this study are declared reliable and have good measurement consistency.

4.2 Classic Assumption Test Results

4.2.1 Heteroscedasticity Test Results

Figure 1 shows that the points on the scatter plot graph spread in an irregular pattern above and below zero on the Y axis or do not form a certain pattern. This shows that there is no heteroscedasticity in the regression model.

4.3 Hypothesis Test Results

4.3.1 Coefficient of Determination Test Results (R^2)

The value of the coefficient of determination (R^2) ranges from $0 < R^2 < 1$. A small value of R^2 means that the ability of the independent variable to explain the variation of the dependent variable is very limited. Conversely, if the value is close to 1, it means that the independent variable provides all the information needed to predict the dependent variable.

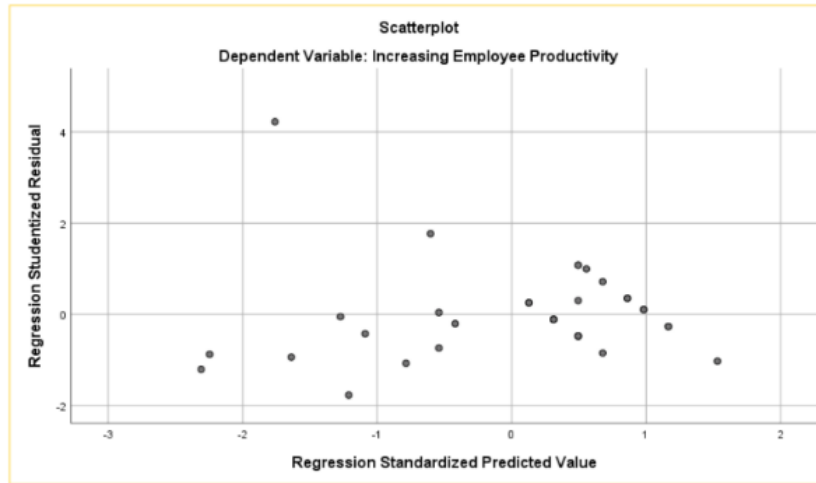


Figure 1. Heteroscedasticity Results

Table 3. Coefficient of Determination Test Results

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	0.897 ^a	0.804	0.792	0.310

Source: Primary data processed, 2022.

Based on the table 3, it can be seen that the results of the test for the coefficient of determination (R^2) obtained an R-square value of 0.804, which means that the variability of the independent variables can explain the dependent variable of 80.40% or this value states that the variable employee competency and work placement affect the increase employee productivity of 80.40% and the remaining 19.60% is influenced by other variables.

4.3.2 t-Test Results

Hypothesis testing with t test is used to determine which partial hypothesis is accepted. The first hypothesis (H_1) states that employee competence has a positive and significant effect on increasing employee work productivity.

Table 4. The Results of the Hypothesis Test of Employee Competence on the Increasing Employee Productivity

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.654	.025		1.614	.000
	Employee Competency (X_1)	.590	.059	.867	9.995	.000

Source: Primary data processed, 2022.

Based on the table 4, it can be seen that the results of the first hypothesis test (H_1) obtained a t-value of 9,995 greater than the t-table value of 1,692. Thus the first hypothesis proposed can be accepted, namely employee competence has a positive and significant effect on increasing employee work productivity. This is in accordance with the results of the coefficient of determination test (R^2) that has been carried out, where 80.40% increase in employee productivity is influenced by employee competency and employee work placement.

The second hypothesis (H_2) states that work placement has a positive and significant effect on increasing employee work productivity.

Table 5. The Results of the Hypothesis Test of Work Placement on the Increasing Employee Productivity

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	.813	.064		1.844	.000
	Work Placement (X_2)	.735	.065	.891	11.246	.000

Source: Primary data processed, 2022.

Based on the table 5, it can be seen from the results of the second hypothesis test (H_2) that the t-count value is 11,246 which is greater than the t-table value, which is 1,692. Thus the second hypothesis proposed can be accepted, namely work placement has a positive and significant effect on increasing employee work productivity. This is in accordance with the results of the coefficient of determination test (R^2) that has been carried out, where 80.40% increase in employee productivity is influenced by employee competency and employee work placement.

5. Conclusions

The research that has been done aims to analyze the effect of employee competence and employee placement on increasing employee productivity. Based on the results of the research that has been done, the following conclusions can be drawn:

- 1) Based on the results of data analysis that has been carried out in the first hypothesis (H_1), the t-count value is 9,995 greater than the t-table value, which is 1,692 and in the second hypothesis (H_2), the t-count value is 11,246 greater than the t-table value, which is 1,692 which means that employee competence and employee job placement have a positive and significant effect on increasing employee work productivity.
- 2) The R-square value obtained is 0.804 which states that the employee competency and job placement variables affect the increase in employee work productivity by 80.40% and the remaining 19.60% is influenced by other variables.

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