
INFLUENCE CHARACTERISTICS INDIVIDUAL AND COMPETENCE TO PERFORMANCE WITH WORK PLACEMENT AS VARIABLE MEDIATION

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ABSTRACT

Operations of internal government agencies carry out their respective functions, of course, must pay attention to the performance of their employees, especially for government agencies that are in direct contact with providing services to the community. To be able to provide services to the community, employees must be able to improve their performance. This study aims to analyze the effect of individual characteristics and competencies on employee performance with work placement as a mediating variable for employees of the Medan City Regional Tax and Retribution Management Agency. This type of research is explanatory research with a quantitative approach. The population in this study were 287 employees of the Medan City BPPRD, with a sample of 168 respondents using a purposive sampling technique. Data were analyzed using descriptive statistical analysis and path analysis via IBM SPSS Statistics. The results showed that individual characteristics had a positive effect of $\beta = 0.045$ and $0.042 < 0.05$ significantly on performance with work placement as a mediating variable. Furthermore, competence has a positive effect of $\beta = 0.076$ and is significant $0.021 < 0.05$ on performance with work placement as a mediating variable. Individual characteristics and competencies have a positive and significant effect on employee performance with work placement as a mediating variable.

Keywords: characteristics individual, competence, placement work, performance employee.

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INTRODUCTION

Source power man (HR) is wrong one source of power which urgent in something organization for support activity, survival, and success of an organization because HR is the only resource that has a reason, feeling, desire, skill, knowledge, drive, power, and creation (Sutrisno, 2013). Because of that, every organization must do management HR appropriately so that the aim organization can succeed. Several factors determine a successful organization, and wrong one of factor most important is employee performance. Employee performance is very important because employees are perpetrators who operate the activity from start planning, execution to evaluation (Kridharta & Rusdianti, 2017). Internal government agencies' operations carry out their respective functions, of course, must pay attention to the performance of their employees, especially for intersecting government agencies directly by providing services to the public. To be able to provide services to the community, then employees must be able to improve their performance. Therefore performance management is a very important thing to do emphasis within an organization to provide impactful feedback to enhancement performance from employee in every organization government (Sinaga et al., 2020). As for the wrong agency, which is related to the employee's country civil and oriented on service, that is agency Body Manager Tax and Retribution Area City Medan.

Performance can be interpreted as a result of work that can be achieved by someone or a bunch of people in something organization, following the authority and not quite enough answer each, in framework effort reach aim organization concerned legally, does not violate the law and is following morals and ethics (Syaleh, 2019). The following is the identification of problems carried out through a questionnaire pre-survey on 30 employees of BPPRD City Medan, as respondents explained.

Table 1. Results Performance Pre-survey Employee BPPRD City Medan

Statement	Choice Answer	
	Yes	No
I am capable finish profession faster than the deadline already determined	7 (23%)	23 (77%)
I always reach the target which has inset	26 (87%)	4 (13%)
I can work profession with level of neatness, which good	23 (77%)	7 (23%)
I can work with level error Very minimum	18 (60%)	12 (40%)

Source: Results Pre-survey, 2022 (Data processed)

Table 1 shows that as many as 77% of City BPPRD employees in Medan were unable to complete the work faster than the deadline already determined. This is because employees tend to delay work often and work their job when they already approach *deadlines*, which cause as many as 40% of an employee not to be capable of working with a level of minimum error. In addition, as many as 23% of employees are still unable to work profession with a good group of neatness, and as many as 13% of employees cannot achieve the set targets. From the description above, an employee's performance at BPPRD Medan city is not optimal.

Several factors can affect performance, one of them being individual characteristics. Each employee has inherent features, self each employee and reluctant others (Doloksaribu, 2021). States that individual parts can be seen from abilities, values, attitudes, and interests' characteristics formed from the environment around them. The unique features of employees have a very real impact on the behavior of individuals in doing profession because aspects are carried away into the work environment (Kridharta & Rusdianti, 2017). Differences in life and environmental backgrounds cause individual characteristics of City Regional Tax and Retribution Management Agency employees Medan; differences also influence performance and method of work. Parts of an individual have a connection which is very strong with performance; if there are similarities between the values and desires of an employee with dimensions characteristics individual which there is an agency, so will Upgrade performance employee which seen from flavor have and not quite enough answer employee towards his work. This is in line with research conducted by (Mahayanti & Sriathi, 2017) (Agustina et al., 2019), which states that characteristics individual affect employee performance. But there is a difference between the results of the research conducted (Kridharta & Rusdianti, 2017) and (Purwanto, 2019), which states that individual characteristics do not affect employee performance. Based on the background above, this study aims to determine and analyze the characteristics of the influence of individuals and competencies on performance with work placement variables.

METHOD

This type of research is an explanatory research approach quantitative. For variables connected in this research are individual characteristic variables (X1) and competence (X2) to Performance Employee (Y) with Placement work as variable mediation (Z). The population in the study is the whole Apparatus Civil Country (ASN) Retribution Office and Tax Area City Medan, which amounts to 287 employees. Technique withdrawal sample in a study uses the technique of proportional random sampling, with a comprehensive selection of 168 people. Data analysis techniques used to test hypotheses in research are descriptive analysis and path analysis (path analysis).

RESULTS AND DISCUSSION

Table 2. Hypothesis Result

Hypothesis	Positive / Negative	Signifikant / No Significant	Information
Characteristics Individual positive and significant effects on Placement work	$\beta = 0.240$ (Positive)	$0.001 < 0.05$ (Significant)	Accepted
Competence has a positive effect and is significant in Placement work	$\beta = 0.400$ (Positive)	$0.000 < 0.05$ (Significant)	Accepted
Individual Characteristics influential positive, and significant to Performance	$\beta = 0.406$ (Positive)	$0.000 < 0.05$ (Significant)	Accepted
Competence has a positive effect and is significant for Performance	$\beta = 0.127$ (Positive)	$0.034 < 0.05$ (Significant)	Accepted
Work placement matters positively and significantly to Performance	$\beta = 0.189$ (Positive)	$0.013 < 0.05$ (Significant)	Accepted
Individual Characteristics positive and significant effect on Performance with Placement work as variable mediation	$\beta = 0.045$ (Positive)	$0.042 < 0.05$ (Significant)	Accepted
Competence has a positive effect and is significant to Performance with Placement work as variable mediation	$\beta = 0.076$ (Positive)	$0.021 < 0.05$ (Significant)	Accepted

1. Characteristics Individual influential positive, and significant to Placement Work

Based on the results study done on 168 respondents show that characteristics of individuals are influential positive, and significant in job placement. Hypothesis I is accepted, meaning the better the features of the individual employees of the Medan City BPPRD, the greater the opportunities for employees to get a job placement which appropriate.

According to (Rahman, 2014), Characteristics individual is characteristic typical that show difference somebody about motivation, initiative, the ability for permanent tough face Duty until they complete or solve the problem, or how to adapt to change, which is related tightly to the environment, affect performance. Individual characteristics for employees who have skills / good ability, have the nature of openness with superiors and co-workers, have a responsible attitude towards work, and have a good interest in work will become factors main in consideration placement work, following the principle of placement, namely, the right man in the right place and the right man behind in the right job (Setiani, 2013). Employees with good individual characteristics must get appropriate position placement work because proper placement work will lead to high work motivation for employees to finish their profession. Thereby will create a

performance employee who is maximum and capable of giving contributions, which is also for the organization.

2. Competence is influential positive, and significant to Placement Work

Based on the test results, it is known that competence has a positive effect and is substantial to work placement. Hypothesis 2 is accepted, meaning that the better the competence of Medan City BPPRD employees, the more opportunities the employee has to get a job placement which appropriate.

Competence is the employee's capacity to follow the decree organization and job demands that refer to behavior, thus bringing the desired results. In other words, competence can help somebody do his job well (Muflihah, 2021). The competence of employees who the taller could be measured from the increasing knowledge and skills as well as the development of temperament or nature and self-concept is getting better. Competence is used as a criterion to place employees. Employees assigned to specific tasks will know the competencies needed to increase knowledge, skills, and expertise. Through increasingly adequate competence, a person will have more control and enabler apply in a manner that practice all Duty work following the specified job description (Sriwidodo & Haryanto, 2010). The better the competent employee, the more likely the employee is to get placement-appropriate positions and positions. That way, competence is suspected of having an influence positive and significant to work placement.

3. Characteristics Individual influential positive, and significant to performance

Based on the results of research conducted, it is known that the characteristics of individuals have a positive and significant effect on the Performance of City BPPRD employees Medan. Individual characteristics possessed by each person are very different and unique. When the organization cannot accommodate the character of each employee who If there is, then cooperation between employees cannot be established, which can affect the performance of the employees themselves, it can be concluded that individual characteristics are the nature of the employee's duties and include the number of responsibilities, variety of tasks and levels of performance obtained from the characteristics individual that alone. Characteristics of the individual have a connection which is very strong with performance; if there is a similarity Between mark nor desire for an employee with the dimensions of job characteristics that exist in the agency, it will improve employee performance as seen from a sense of ownership and responsibility employee towards his work.

This is in line with the study conducted by (Sukmawati et al., 2020) expressed the opinion that the characteristics of individual influences the performance of the employee in a manner partial and significant. The results of these studies are strengthened by research from (Ratnasari et al., 2020), who agreed that individual characteristics affect employee performance.

4. Competence is influential positive, and significant to performance

Based on the results study conducted, it is known that competence has a positive and significant effect on the Performance of Medan City BPPRD employees. The competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by a good work attitude demanded by the job. Power is based on knowledge and skills, which are supported by the implementation of tasks and work as well as attitudes in place work, which following standard position applied by the organization is a competence that must own the

employee. The increasing competence of employees will impact performance improvement, supported by (Ardiansyah et al., 2022), which stated that there was a positive influence and significant-good in a manner Partial and simultaneous Among performance competence. However, (Rosmaini & Tanjung, 2019) says that competency has no effect significant on employee performance.

5. Placement work is influential positive, and significant to performance

Based on the test results, it is known that work placement has an effect positive and significant impact on the Performance of Medan City BPPRD employees. This is meaningful hypothesis 5 accepted, and it means the more appropriate placement of employees, so performance employee will the more increase. According to (Mawei et al., 2014), placement work is the process assignment/filling positions or assignment returns on new assignments/positions or different positions. To put employees in place, one must also consider their knowledge of the job; the higher a person's experience, the more knowledge in work will increase, so that achievement works somebody also will increase. The skills possessed by employees will also determine a person's position in work. Somebody owns the tall Skills so that he will get promoted to a higher position at work. Suppose it is already a promotion position, so the employee will be motivated so that performance increases. This is supported by research conducted by (Bahri, 2019) and (Pua et al., 2017), which state that placement work positively affects employee performance.

6. Characteristics Individual influential positive and significant to Employee Performance with Placement Work as Variable Mediation

Based on the results study which obtained that hypothesis 6 was accepted, which means that characteristics individual influential positive, and significant on the Performance of Medan City BPPRD employees with work placements as a mediation variable. Unique characteristics are attitudes, interests, and needs of an individual, which are attached to self and formed by the environment in which he lives; these values will be brought into situation work. An employee with good characteristics must get a position work placement right because the appropriate order will raise motivation for an employee in a finished profession. Thereby will create a performance employee which maximum as well as capable of giving contributions which maximum also for the organization.

7. Competence is influential positive, and significant in performance

Based on the results study obtained, hypothesis 7 is accepted; it means that competence is effective positive and important to implementing employee BPPRD City Medan with placement work as variable mediation.

Efforts to be able to improve employee performance require adequate competence. Increasingly sufficient competence will be more mastering and empowering to apply in practice all work assignments following the job description set. The better the competence of employees, the more likely the employee will get the appropriate placement and position. So far, many agencies and the government have not been having an adequate employees with competence; this has been proven with low productivity employees, still there discrepancy placement and how difficult measure performance employee. To achieve maximum and satisfying work results,

competency is needed to be owned by an employee is supported by the appropriate placement; then, carrying out employee duties can improve performance.

CONCLUSION

Individual characteristics have a positive and significant effect on work placement of $\beta = 0.240$ with a significance level of $0.001 < 0.05$. Competence has a positive and significant effect on work placement of $\beta = 0.400$ with a significance level of $0.000 < 0.05$. Individual characteristics have a positive and significant effect on performance of $\beta = 0.406$ with a significance level of $0.000 < 0.05$. Competence has a positive and significant effect on performance of $\beta = 0.127$ with a significance level of $0.034 < 0.05$. Work placement is positively and significantly important for performance $\beta = 0.189$ with a significance level of $0.013 < 0.05$. Individual characteristics have a positive and significant effect on performance with work placement as a mediating variable of $\beta = 0.045$ with a significance level of $0.042 < 0.05$. Competence has a positive and significant effect on performance with work placement as a mediating variable of $\beta = 0.076$ and a significance level of $0.021 < 0.05$.

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