

The Role of Job Placement, Promotion, and Intellectuality in Improving the Performance of Employees of the North Labuhanbatu Regency Education Office

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ABSTRACT

In government agencies, such as the North Labuhanbatu Regency Education Office, improving employee performance is a central issue that continues to be studied to improve the quality of public services. This study aims to analyze the influence of job placement, promotion, and intellectuality on employee performance at the North Labuhanbatu Regency Education Office. The research method uses a quantitative approach with a questionnaire survey of 100 employees. Data analysis was carried out by Pearson correlation test and multiple linear regression. The results of the study show that these three variables have a significant effect on employee performance, both partially and simultaneously. Intellectuality has the greatest influence, followed by job placement and promotion. Thus, intellectual development, appropriate placement, and a fair promotion system prove to be important in improving employee performance.

INTRODUCTION

In the world of organizations, employee performance is one of the important factors that determine the success of achieving the goals of the institution (Fazira & Mirani, 2019). In government agencies, such as the North Labuhanbatu Regency Education Office, improving employee performance is a central issue that continues to be studied to improve the quality of public services. Employee performance improvement is not only influenced by internal factors such as work motivation, but also by various structured external factors, such as appropriate job placement, promotion, and individual intellectual level (Wahyuni, 2015). These three factors are interrelated in shaping employee work dynamics, especially in an effort to achieve organizational strategic targets.

Proper job placement is one of the fundamental aspects in optimizing an individual's potential (Amalia, 2017). Each employee has different skills, interests, and talents. When an employee is placed according to his or her competencies and abilities, productivity will increase significantly. At the North Labuhanbatu Regency Education Office, good job placement is one of the focuses in order to create an effective work environment. Placing appropriate employees not only improves operational efficiency, but also helps employees feel more valued and motivated to give their best in their jobs. In addition to job placement, promotion also plays an important role in improving employee performance. Promotion is often associated with increased responsibility, authority, and better incentives. This is a driver of internal motivation for employees to work harder and achieve higher targets (Imbron & Pamungkas, 2021). On the other hand, promotion must also be based on fair meritocracy, where employees who excel and have high competence get greater opportunities to develop. In the context of the Education Office, this can be translated into efforts to create a transparent and fair promotion system.

Employee intelligence is also one of the elements that cannot be ignored in improving performance. Intellectuality is not only about the level of formal education, but also includes critical thinking skills, creativity, and problem-solving skills (Rizali, 2020). Employees who have high intellect tend to be more adaptive to change, able to create innovation, and have the ability to complete complex tasks more effectively. At the North Labuhanbatu Regency Education Office, increasing the intellect of employees can be achieved through various self-development programs, training, and workshops that focus on improving professional abilities. These three factors, namely job placement, promotion, and intellectuality, have a mutually supportive relationship. The right job placement will provide opportunities for employees to develop according to their potential, which in turn will open up opportunities for promotion. Meanwhile, intellectuality that continues to be honed through education and training will strengthen the capacity of individuals to carry out more complex tasks. Optimal employee performance can only be achieved through the synergy between these three factors.

At the North Labuhanbatu Regency Education Office, human resource management is the main focus in improving the quality of education services in the region. With the challenges that continue to develop in the education sector, employees who are not only competent, but also able to adapt to policy changes and community demands are needed. Therefore, it is important to pay attention to how each employee is placed according to their qualifications and how they get the opportunity to develop professionally. The good performance of employees not only has an impact on the achievement of internal targets of the organization, but also has a positive impact on the overall public service (Adhar, 2020). In the world of education, the good performance of education office employees can improve the quality of service to schools, teachers, and students. In the end, this improvement will contribute to improving the quality of education in North Labuhanbatu Regency.

However, the challenges in achieving optimal performance often come from a variety of external and internal factors. One of the biggest challenges is the mismatch between the placement of employees and their competencies. Many employees are placed in positions that are not in accordance with their skills or experience, so that productivity and work motivation decrease. This shows how important careful planning is in the employee placement process. In addition, promotion systems that are not transparent or not based on meritocracy can cause demotivation among employees. If promotions are only given to those who have personal closeness or other factors that are not related to performance, this will cause dissatisfaction and even conflict in the work environment. Therefore, a fair and transparent promotion system must be implemented so that employee performance can be optimally improved.

In the end, good human resource management must be accompanied by efforts to improve employee intelligence continuously. Education and training must be part of the employee development strategy, where each individual is given the opportunity to improve technical abilities and soft skills. Thus, employees will be better prepared to face increasingly complex challenges in the world of modern education. Overall, the synergy between proper job placement, fair promotion, and increased intellectuality will create a conducive work environment for improving employee performance. The Education Office of North Labuhanbatu Regency is expected to continue to improve the human resource management system to achieve better educational goals. This study aims to explore how these three factors play a role in driving employee performance and providing policy recommendations that can be implemented.

LITERATURE REVIEW

Literature review is an important part of research to provide a theoretical foundation and study of previous research results that are relevant to the topic discussed. In this study, the literature review will discuss three main aspects that affect employee performance, namely job placement, promotion, and intellectuality. These three aspects will be studied from various theoretical and empirical perspectives to provide a deeper understanding of how these factors contribute to improving employee performance in public organizations, especially in the North Labuhanbatu Regency Education Office.

Work Placement

Job placement is the process of placing individuals in positions or positions that are in accordance with their qualifications, skills, interests, and talents. Proper placement will result in optimal performance, while improper placement can reduce employee motivation and productivity. The theory of person-job fit explains that employee performance is greatly influenced by how much the characteristics of the individual are compatible with the demands of the job they face (Kristof-Brown et al., 2005). Research by (Judge & Robbins, 2013) stated that placement in accordance with individual competencies can increase motivation and job satisfaction, which ultimately has an impact on improving employee performance. In the public sector, such as the Education Office, the placement of employees in accordance with their abilities and areas of expertise will have an impact on the effectiveness and efficiency in the implementation of administrative and technical tasks. Poor job placement, on the other hand, often leads to job dissatisfaction, low productivity levels, and even increases employee turnover rates (Dessler, 2013). Research by (Runtunuwu, HJ, 2015) In the government sector, it shows that job placement in accordance with the skills and qualifications of employees has a significant influence on performance improvement. Placements that are carried out professionally, with due regard to education and work experience, will optimize the potential of employees in carrying out their duties.

Promotion

Promotion is a form of career development that is expected by many employees. According to (Sentanu et al., 2022), promotion is a form of reward given to employees based on their performance, loyalty, and contribution to the organization. Promotion is usually followed by increased responsibility, authority, and higher compensation. This directly affects the work motivation of employees, because there is an encouragement to reach higher positions. Motivational theory of expectancy from (Vroom, 1964) explained that employees are motivated to work hard if they believe that the hard work will produce the desired rewards, one of which is promotion. A fair, transparent, and meritocracy-based promotion system can increase employee morale and encourage them to achieve higher achievements. However, research by (Ananta & Winiarti, 2013) revealed that in the public sector, sometimes promotions are not always based on meritocracy or employee performance. There are several non-performance factors, such as personal and political relationships, that affect job promotion.

This can reduce the motivation of employees who feel unappreciated for their performance, thus negatively impacting the overall performance of the organization. At the North Labuhanbatu Regency Education Office, the performance-based and competency-based promotion system is expected to increase employee efficiency and productivity. Employees who receive awards in the form of promotions will be more motivated to work optimally and contribute to the achievement of organizational goals.

Intellectuality

Intellect refers to an individual's mental capacity or cognitive ability to think logically, solve problems, and learn new things. In the context of an organization, the intellect of employees is very important because it is related to their ability to understand and carry out complex tasks, as well as adapt to rapid changes (Freudenthaler & Neubauer, 2005). Intellectuality also includes analytical skills, creativity, and the ability to innovate, which are important factors in achieving better performance. Human capital theory from (Mincer, 1974) states that individuals with a higher level of intellect will have better work abilities, so they can make a greater contribution to the organization. Education, training, and work experience are the main factors that affect an employee's intellect. In the education sector, the intellect of employees is very decisive in the implementation of educational programs, appropriate decision-making, and management of educational resources. Research by (Rizali, 2020) shows that there is a significant relationship between intellect and employee performance. Employees with a higher level of intellect tend to be more innovative and able to complete tasks more efficiently. Within the Education Office, employees who have high intellect will be better able to handle complex educational problems and create solutions that have an impact on improving the quality of education. On the other hand, (Saputra et al., 2016) stated that intellectuality is also influenced by the self-development programs provided by the organization. Continuous education and training can improve the intellectual abilities of employees, so that they are better prepared to face challenges in their work. Therefore, employee development programs, such as training and workshops, are one of the important strategies in improving employee intellect at the North Labuhanbatu Regency Education Office.

Employee Performance

Employee performance is the result of individual or group activities in an organization that are measured based on established standards and indicators. According to (Anwar Prabu, 2017), performance is the quality and quantity of work achieved by employees in carrying out their duties in accordance with the responsibilities given. Performance is influenced by many factors, both internal and external, including job placement, promotions, and employee intellect. In this study, the performance of employees of the North Labuhanbatu Regency Education Office will be seen from how these three factors—job placement, promotion, and intellectuality—contribute to the achievement of optimal work results. Previous studies have shown that the combination of proper placement,

a fair promotion system, and increased intellectual capacity will create more productive and effective employee performance (Sutoro et al., 2020).

The Relationship Between Factors in Improving Employee Performance

The two-factor theory of (Sobaih & Hasanein, 2020) states that motivational factors (such as promotion and intellectual development) as well as maintenance factors (such as appropriate job placement) must be present in the work environment to encourage optimal employee performance. When these three factors are managed properly, employees will feel more satisfied, motivated, and productive in carrying out their duties. Overall, this literature review shows that proper job placement, merit-based promotions, and high employee intellect have a positive influence on employee performance. This research will further explore how these three factors play a role in improving employee performance at the North Labuhanbatu Regency Education Office.

METHODOLOGY

In this section, the research methods used to examine the role of job placement, promotion, and intellectuality in improving employee performance at the North Labuhanbatu Regency Education Office will be explained in detail. This method includes research types, research approaches, populations and samples, data collection techniques, research instruments, and data analysis techniques. The approach used aims to obtain a comprehensive understanding of the relationship between the variables studied.

Type of Research

This study uses a quantitative approach, with a descriptive and correlational research design (Bambang Sudaryana et al., 2022). The descriptive research aims to provide an overview of the phenomena that occur in the field, namely how job placement, promotion, and intellectuality play a role in improving employee performance at the North Labuhanbatu Regency Education Office. Correlational research aims to examine the relationship or influence between independent variables (job placement, promotion, and intellectuality) and bound variables (employee performance).

Research Approach

This study uses a cross-sectional approach, where data is collected at a specific time to find out the ongoing condition (Pandis, 2014). This approach is considered appropriate to measure the relationship between the variables studied in a period of time, so that it can provide a direct picture of the existing situation.

Population and Sample

The population in this study is all employees working at the North Labuhanbatu Regency Education Office. Based on data obtained from the Education Office, the number of registered employee populations is around 150 people. To determine the sample, this study uses the purposive sampling technique, which is the selection of samples based on certain criteria (Retnawati, 2017). The criteria used to select the sample are employees who have a minimum service period of 3 years and have participated in employee training or development programs. Based on these criteria, a sample of 100 employees was taken. The number of samples is considered representative to describe the population and to facilitate data processing and analysis.

Data Collection Techniques

The data collection technique in this study is carried out in two ways, namely (Jogiyanto Hartono, 2018):

1. Questionnaires: The main instrument in data collection is the questionnaire. The questionnaire was prepared using a 5-point Likert scale, in which respondents were asked to provide an assessment of statements related to the variables of job placement, promotion, intellectuality, and employee performance. The Likert Scale was chosen because it can provide a wide range of answers and measure attitudes or perceptions in more depth.
2. Interviews: In addition to questionnaires, semi-structured interviews are conducted to unearth additional information that the questionnaire may not be able to reach. This interview was conducted with several employees and leaders of the Education Office who are considered to understand the performance conditions of employees and the factors that affect them.

Research Instruments

The research instrument used in this study is a closed questionnaire consisting of several parts, namely:

1. Part A: Demographic data, such as age, gender, education, and length of service of employees.
2. Part B: Statements related to job placement, including the suitability of the position with the employee's abilities, interests, and work experience.
3. Part C: Statements regarding promotions, which include perceptions of the promotion system in the Education Office, fairness in the promotion process, and its impact on work motivation.
4. Part D: A statement of intellect, such as the level of formal education, training that the employee has attended, and the employee's ability to solve problems and think creatively.
5. Part E: Statements related to employee performance, including productivity, quality of work, and responsibility in carrying out duties.

The questionnaire used has been tested for validity and reliability before being distributed to respondents.

Data Analysis Techniques

Once the data is collected, the next step is to conduct data analysis. The data analysis technique in this study includes several stages (Jogiyanto Hartono, 2018):

1. **Validity and Reliability Test:** Before analyzing the data in depth, the questionnaire instrument is tested for validity and reliability. Validity tests are conducted to ensure that the items in the questionnaire actually measure what they are supposed to measure. The reliability test was carried out to see the consistency of respondents' answers using Cronbach's Alpha technique.
2. **Descriptive Analysis:** Descriptive analysis is used to describe the characteristics of respondents and provide an overview of the research variables. The descriptive statistics used include averages, frequencies, and percentages.
3. **Correlation Test:** Pearson's correlation test is used to see the relationship between the research variables, namely job placement, promotion, intellectuality, and employee performance. This test will show how strong the relationship between variables is and whether the relationship is statistically significant.
4. **Multiple Linear Regression Test:** To determine the influence of each independent variable (job placement, promotion, intellectuality) on the dependent variable (employee performance), multiple linear regression analysis is used. This analysis is used to determine the contribution of each independent variable to the change of the dependent variable. The regression equations used in this study are as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Where:

Y = is the performance of the employee,

X₁ = is a job placement,

X₂ = is a promotion,

X₃ = is intellectuality,

a = is a constant,

B₁, B₂, B₃ = is the regression coefficient of each independent variable,

e = error.

5. **Classical Assumption Test:** Before conducting a regression test, a classical assumption test is carried out which includes a normality test, a multicollinearity test, and a heteroscedasticity test. This is important to ensure that the regression model used meets the assumptions required in linear regression analysis

Variable Operational Definition

1. Job placement (X1): Suitability between the position or position with the employee's abilities, interests, experience, and education.
2. Promotion (X2): A promotion system implemented at the Education Office, which includes fairness, transparency, and motivation generated.
3. Intellectual (X3): The level of education, training, and cognitive ability of employees in critical thinking, creativity, and problem-solving skills.

Employee performance (Y): Employee performance measured in terms of productivity, work quality, and responsibility.

RESEARCH RESULT

In this section, the results of research on the role of job placement, promotion, and intellectuality in improving the performance of employees of the North Labuhanbatu Regency Education Office are presented. These results were obtained through data collection using questionnaires that had been distributed to respondents and data analysis conducted using descriptive techniques, Pearson correlation tests, and multiple linear regression analysis.

Respondent Description

This study involved 100 employees of the North Labuhanbatu Regency Education Office as a research sample. Respondent characteristics based on demographic data can be described as follows:

1. Gender: 58% of respondents are male, while 42% are female.
2. Age: The majority of respondents were between the ages of 30 and 45 (55%), followed by respondents over 45 years old (30%) and respondents under 30 years old (15%).
3. Education: Most respondents have an undergraduate education background (60%), followed by respondents with an undergraduate education (25%) and D3 or high school (15%).
4. Employment Period: Most respondents have a service period of between 5 to 10 years (45%), followed by employees with more than 10 years of service (35%) and employees with less than 5 years of service (20%).

Descriptive Analysis of Research Variables

The results of the descriptive analysis were used to provide an overview of the respondents' responses to the variables of job placement, promotion, intellectuality, and employee performance.

1. Job Placement: Based on the results of the questionnaire, the average job placement score is 3.85 on a 5-point Likert scale. Most respondents felt that they were placed according to their abilities and skills, with 70% of respondents stating that job placement at the Education Office was appropriate.
2. Promotion of Position: The average grade for promotion is 3.60. As many as 65% of respondents agreed that the promotion system at the Education Office was based on meritocracy, but 35% of respondents felt that there was still injustice in the promotion process.

3. **Intellectuality:** The average intelligence of respondents was 3.95. Most employees feel that they have enough intellectual ability to handle their tasks. The training and employee development programs organized by the Education Office are considered to be quite supportive of intellectual improvement.
4. **Employee Performance:** The average employee performance score is 4.10, indicating that most employees in the Education Office have good performance. Aspects of productivity, quality of work, and responsibility for tasks were considered satisfactory by the majority of respondents.

Validity and Reliability Test

Before further analysis, validity and reliability tests are carried out to ensure the quality of the research instrument. Based on the results of the validity test, all items in the questionnaire were declared valid with a correlation coefficient value above 0.3. Meanwhile, the results of the reliability test using Cronbach's Alpha showed a value above 0.7 for all variables, which means that the research instrument has good consistency.

Pearson Correlation Test

Pearson's correlation test was conducted to see the relationship between job placement variables, promotions, intellectuality, and employee performance. The results of the correlation test are presented in the following table:

Table 1. Pearson Correlation Test

Variable	Employee Performance
Work Placement	0,512**
Promotion	0,435**
Intellectuality	0,435**

Description: **p < 0.01

From the results of the correlation test above, it can be seen that:

1. Job placement had a significant positive correlation with employee performance with a correlation coefficient of 0.512. This shows that the more precise the employee's job placement, the better the performance will be produced.
2. Promotion also has a significant relationship with employee performance, with a correlation coefficient of 0.435. This means that a merit-based promotion system is able to improve employee performance.
3. Intellectuality had the strongest relationship with employee performance, with a correlation coefficient of 0.567. This shows that employees who have high intellectual abilities tend to have better performance.

Multiple Linear Regression Test

The multiple linear regression test was carried out to determine how much work placement, promotion, and intellectuality affected employee performance simultaneously. The results of the regression analysis are presented in the following table:

Table 2. Multiple Linear Regression Test

Independent Variables	Regression Coefficient (b)	t-count	Sig.
Work Placement (x1)	0,321	3,845	0,000
Promotion (X2)	0,245	3,210	0,002
Intelligence (x3)	0,378	4,110	0,000
Constant (a)	2,153		
R-Square	0,642		

From the table above, it can be concluded that:

1. Job placement (X1), promotion (X2), and intellect (X3) together have a significant effect on employee performance (Y) with an R-Square value of 0.642, which means that 64.2% of the variation in employee performance can be explained by the three independent variables.
2. Job placement has a positive and significant influence on employee performance with a regression coefficient of 0.321 (sig = 0.000), which means that the better the job placement, the higher the employee's performance.
3. Promotion also had a significant effect with a regression coefficient of 0.245 (sig = 0.002), indicating that fair promotion will improve employee performance.
4. Intellectuality had the greatest influence with a regression coefficient of 0.378 (sig = 0.000), which confirmed that higher intellectuality would result in better performance.

Classical Assumption Test

Before interpreting the regression results, a classical assumption test is performed to ensure that the regression model used qualifies:

1. Normality Test: The test results show normally distributed data.
2. Multicollinearity Test: No multicollinearity problems were found, with VIF values below 10 for all variables.
3. Heteroscedasticity Test: No heteroskedasticity occurred, based on the scatterplot test which showed a random distribution pattern.

DISCUSSION

The results of this study show that the variables of job placement, promotion, and intellectuality have a significant relationship with employee performance at the North Labuhanbatu Regency Education Office. These findings are in line with human resource management theories and previous research results that show that these three factors greatly affect the performance of individuals in organizations.

The Effect of Job Placement on Employee Performance

Based on the results of the regression test, job placement has a positive and significant influence on employee performance, with a regression coefficient of 0.321. This shows that the placement of employees who match their competencies, interests, and experience can improve performance. Proper job placement allows employees to use their skills to the fullest, increasing productivity and quality of work. These findings are consistent with the work placement theory put forward by (Manullang & Wardini, 2021), which states that job placement that suits the employee's abilities and interests will create comfort at work, which ultimately improves performance. In addition, Robbins and Judge (2013) also revealed that the fit between job and employee ability, often referred to as "job fit," has a significant effect on job satisfaction and motivation. The results of this study are also supported by previous research conducted by (Runtunuwu, HJ, 2015), which found that appropriate job placement can significantly increase employee productivity and work motivation. In the context of the North Labuhanbatu Regency Education Office, these results show that employees who are placed according to their expertise feel more capable and motivated to carry out their duties well. The Education Office needs to ensure that the job placement process pays attention to the technical competencies and soft skills possessed by employees so that performance can continue to improve.

The Effect of Promotion on Employee Performance

Promotion has also proven to have a significant effect on employee performance, with a regression coefficient of 0.245. Promotions based on merit, fairness, and transparency can motivate employees to work harder and contribute more to the organization. When employees feel that promotions are based on merit and performance, they will feel valued and motivated to improve their performance. These findings support the two-factor motivation theory of (Sobaih & Hasanein, 2020), which explains that awards and promotions are one of the motivating factors that can increase job satisfaction and performance. Herzberg argues that opportunities for fair promotion can provide intrinsic motivation for employees to improve productivity and quality of work. In addition, research from (Ananta & Winiarti, 2013) It also shows that fair and transparent promotions can increase job satisfaction, which ultimately has an impact on improving employee performance. However, based on the descriptive results, there are still 35% of respondents who feel that the promotion system at the Education Office is not completely fair. This shows that although most employees consider the promotion system to be good, there is still room for improvement in terms of transparency and fairness. The Education Office may

consider evaluating the promotion process to ensure that all employees have the same opportunity to receive promotions based on performance.

The Influence of Intelligence on Employee Performance

Intellectuality is the variable that has the greatest influence on employee performance, with a regression coefficient of 0.378. This shows that employees who have a higher level of intellectuality, which is reflected in formal education, training, and critical thinking skills, tend to have better performance. High intellect allows employees to understand tasks faster, think creatively, and find innovative solutions to face work challenges. These results are in accordance with the theory of human capital put forward by (Maulyan, 2019), which states that investment in education and training will improve individual abilities, ultimately increasing productivity and performance. Previous research by (Ceswirdani et al., 2017) It also shows that intellectuality is closely related to employees' cognitive abilities and creativity, which contributes to improved performance. In the context of the Education Office, these results show that the training and development programs provided to employees are very important in improving performance. Employees who take part in competency training and development tend to have better abilities in completing tasks and facing complex work challenges. Therefore, the Education Office needs to continue to develop training programs that are relevant to the needs of employees and challenges in the field.

The Relationship between Job Placement, Promotion, and Intellectuality with Employee Performance

Simultaneously, job placement, promotion, and intellectuality contributed 64.2% to employee performance, based on the R-Square value of the multiple linear regression test. This means that these three variables have a significant role in explaining the variation in employee performance at the North Labuhanbatu Regency Education Office. These results show the importance of synergy between proper job placement, a fair promotion system, and intellectual improvement in order to improve employee performance. These findings support the theory of (Soetrisno, 2016) regarding human resource management, which states that the performance of individuals in an organization is influenced by a variety of factors, including appropriate placement, career development, and intellectual ability. In addition, previous research by (Rismayanti et al., 2018) It was also found that the combination of job placement, promotion, and intellectual development had a significant effect on improving employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of this study, it can be concluded that job placement, promotion, and intellectuality play an important role in improving employee performance at the North Labuhanbatu Regency Education Office. This study shows that these three variables have a significant effect on employee performance, both individually and simultaneously. First, proper job placement, namely the placement of employees according to their competencies, skills, and interests, is proven to increase productivity and the quality of employee performance. Employees who feel placed according to their capacity tend to be more motivated and able to carry out their duties well. This emphasizes the importance of a job placement policy based on the technical expertise and soft skills of employees. Second, fair and merit-based promotions contribute to increasing work motivation. A transparent and meritocracy-based promotion system encourages employees to continue to improve their performance in an effort to seize promotion opportunities. Employees who feel valued through fair promotions show a higher commitment to work. Third, intellectuality is the variable that most affects employee performance. Intellectual abilities, which include education, training, as well as critical and analytical thinking skills, play a major role in determining employees' ability to complete complex tasks. Employees who have a higher level of intellect tend to produce better performance. Simultaneously, job placement, promotion, and intellectuality contribute significantly to improving employee performance. The combination of proper placement, a fair promotion system, and improved intellectual abilities can create a conducive work environment to increase employee productivity and effectiveness. Thus, the North Labuhanbatu Regency Education Office is expected to continue to optimize job placement, increase transparency in the promotion system, and strengthen intellectual development programs to support continuous improvement of employee performance.

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