

Evaluation of the Impact of Compensation, Training Programs, and Job Placement on the Performance of Employees of the North Labuhanbatu Education Office

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ABSTRACT

Optimal employee performance is very important for the organization in achieving the goals that have been set. This study aims to evaluate the impact of compensation, job training, and job placement on employee performance at the North Labuhanbatu Regency Education Office. The research method used is a quantitative approach with a survey design, involving 100 respondents. The results of the analysis showed that all variables had a significant effect on employee performance, with job placement having the greatest influence (coefficient 0.410), followed by compensation (0.325) and job training (0.289). The significance test showed that all three variables simultaneously had a positive impact, with an R² value of 67.8%. These findings suggest the need for good management of all three factors to improve employee performance and the quality of education.

PENDAHULUAN

In the era of globalization that is full of changing dynamics, both public and private organizations are required to always improve their performance (Hardiyansyah, 2018). Optimal employee performance is very important for the organization in achieving the goals that have been set. In the context of government agencies, especially in the education sector, employee performance greatly determines success in public services, especially in providing quality educational services to the community. The North Labuhanbatu Regency Education Office as one of the public institutions also faces the same challenges. Employee performance is considered as one of the indicators of the success of an agency. In government agencies, the quality of employee performance greatly affects the effectiveness of programs and policies implemented (Sinambela, 2012). To achieve optimal performance, various factors must be considered by the organization, one of which is the provision of fair compensation, adequate training programs, and the placement of employees in accordance with the competencies and needs of the organization.

Compensation is one of the important factors that can affect employee work motivation. Compensation is not only in the form of a salary, but also includes various other benefits and incentives (Akmal & Tamini, 2015). When the compensation provided is considered fair and equal to the workload performed, employees tend to be more motivated to work better. However, on the other hand, dissatisfaction with compensation can lower employee morale and performance. In addition to compensation, job training programs also play an important role in improving employee performance. Effective training can improve employees' skills and knowledge so that they are better able to face challenges in their jobs (Ramadhani et al., 2023). In the education sector, in particular, training programs that focus on improving the quality of educational services are indispensable to face the ever-changing development of educational policies and technologies.

Another factor that is no less important is the placement of employees in accordance with their abilities and expertise. The right placement will allow employees to make the most of their potential and make a significant contribution to the organization (Amalia, 2017). Conversely, inappropriate placements can lead to decreased productivity, even frustration and job dissatisfaction. The North Labuhanbatu Regency Education Office has an important role in the management of the education sector in the region. The performance of employees of the Education Office greatly affects the effectiveness of educational services to the community. Therefore, it is necessary to evaluate the factors that affect employee performance, such as compensation, job training, and job placement, to ensure that the educational services provided meet the expected standards.

One of the challenges faced by the North Labuhanbatu Regency Education Office is how to maintain and improve the performance of its employees in changing conditions. With the increasing public demand for the quality of education services and the development of national policies in the field of education, the right strategy is needed to increase employee productivity and effectiveness. In some cases, employees in government agencies feel that the compensation they receive is not proportional to the workload they undertake. This may also happen at the North Labuhanbatu Regency Education Office, where the compensation factor is one of the things that must be taken seriously so as not to negatively affect employee motivation and performance.

Along with the development of technology and policy changes in the education sector, employees at the North Labuhanbatu District Education Office need continuous training to ensure that they can keep up with the changes. A targeted and continuous job training program will help employees improve their skills and knowledge, which will ultimately have a positive impact on their performance. Optimal employee placement is also one of the key factors in improving performance. The North Labuhanbatu Regency Education Office needs to ensure that each employee is placed according to their competencies and interests so that they can work productively and provide maximum results for the organization.

Based on this background, it is important to evaluate the impact of compensation, training programs, and job placement on employee performance at the North Labuhanbatu Regency Education Office. With this evaluation, it is hoped that the right solution can be found to improve employee performance and the effectiveness of the services provided. This study aims to evaluate how compensation, training programs, and job placement affect the performance of employees of the North Labuhanbatu District Education Office. By understanding the relationship between these factors, it is hoped that this study can provide concrete recommendations for improving employee performance.

The results of this study are expected to provide practical benefits for the North Labuhanbatu Regency Education Office in formulating better policies related to compensation, training, and job placement. In addition, this research is also expected to make a theoretical contribution in the field of human resource management, especially related to factors that affect employee performance.

LITERATUR REVIEW

Employee Performance

Employee performance is the result or output produced by an individual or group in an organization in accordance with the roles and responsibilities assigned to him. According to (Anwar Prabu, 2017), performance is influenced by the individual's ability to carry out tasks as well as motivational factors and work environment. Employee performance is very important for the success of the organization because it is directly related to the achievement of organizational goals. In the public sector, including the Education Office, employee performance affects the quality of services provided to the community. Various theories about performance underscore the importance of a combination of ability, motivation, and opportunity to achieve optimal work outcomes.

Compensation

Compensation is all forms of awards received by employees in exchange for their contributions to the organization (Hasibuan & Moedjiono, 2014). Compensation includes not only salary, but also various benefits, incentives, bonuses, and non-financial awards such as recognition and appreciation for work performance. According to (Rivai, 2016), compensation provided fairly and appropriately can motivate employees to improve their performance. If compensation is considered unfair or disproportionate to the effort spent, employees tend to lose motivation and experience a decrease in productivity. In the context of government, such as in the Education Office, the compensation provided must reflect the responsibilities and workload borne by employees so that their performance is maintained.

Motivation and Compensation Theory

Motivational theory, such as the Hierarchy of Needs Theory of (Maslow, 1943) and The Two-Factor Theory of (Sobaih & Hasanein, 2020), providing a foundation on how compensation can affect performance. Maslow stated that humans have five basic needs, starting from physiological needs to self-actualization, all of which must be met in order for a person to achieve optimal performance. Herzberg, on the other hand, divides motivational factors into motivator factors and maintenance factors (hygiene). Compensation is considered a maintenance factor that does not increase satisfaction directly, but if it is not met, it can lead to dissatisfaction and decrease performance.

Job Training

Job training is an effort to improve the abilities, skills, and knowledge of employees so that they can work more effectively and efficiently. According to (Adwi et al., 2023), job training is a long-term investment that can increase employee productivity and the quality of work results. A good training program must be tailored to the needs of the organization and the capabilities of the employees concerned. With the right training, employees will be better prepared to face new changes in technology, policies, or work procedures, so that they can make a greater contribution to the organization. In the scope of government, training is essential to ensure that employees have the necessary skills to carry out public duties with a high standard.

Learning and Training Theory

Learning theories such as Social Learning Theory from (Bandura & Wessels, 1997) and Cognitive Learning Theory from (Piaget, 1976) providing a foundation for the implementation of training programs. Bandura argues that individuals learn through observation and hands-on experience, which shows the importance of practice-based training. Meanwhile, Cognitive Learning Theory emphasizes that training should be designed to develop a deep understanding of duties and responsibilities, so that employees can develop skills that are complex and relevant to their jobs.

Work Placement

Job placement is the process of placing employees in positions or positions that match their abilities, skills, and interests. According to (Amalia, 2017), the right placement will allow employees to work productively, maximize their potential, and feel satisfied with their jobs. Conversely, inappropriate placement can lead to dissatisfaction, lower motivation, and hinder employee performance. In government organizations, the right placement of employees is very important because it is related to the public services provided. Employees who are placed according to their competence will be able to provide better service to the community.

Person-Job Fit Theory

The Person-Job Fit Theory put forward by (Hartini, n.d.) stated that the conformity between individual characteristics and job demands greatly affects employee performance, job satisfaction, and psychological well-being. When job placements match an individual's abilities and skills, employees tend to feel more satisfied and motivated, which in turn improves their performance. In the context of government, this conformity is very important to ensure that employees can carry out their duties effectively and efficiently.

The Relationship between Compensation, Training, Job Placement, and Performance

Many studies show that there is a positive relationship between compensation, training, job placement, and employee performance. Adequate compensation provides motivation for employees to work well. Effective training allows employees to improve their skills and knowledge, which will have a direct impact on performance. Appropriate work placement ensures that employees can work to their full potential, so that they can deliver optimal results. The combination of these three factors is essential for creating a productive and high-performance work environment (Judge & Robbins, 2013).

METHODOLOGY

Research Approach

This study uses a quantitative approach with descriptive and associative methods (Sugiyono, 2017). The quantitative approach was chosen because the purpose of this study is to measure the relationship between the variables studied, namely compensation, training, job placement, and employee performance. The descriptive method is used to provide an overview of the characteristics of the respondents and conditions in the field, while the associative method is used to test the relationship and influence between these variables.

Type of Research

This research is explanatory, which aims to explain the cause-and-effect relationship between compensation, training, and job placement on employee performance. Thus, this study tries to find and analyze the direct and indirect influence of the independent variable on the bound variable.

Location and Subject of Research

This research was conducted at the North Labuhanbatu Regency Education Office. The subject of this study is employees of the Education Office, both those who are in the head office and those who are placed in other work units in the North Labuhanbatu Regency area. The study population is all permanent employees who work in the agency.

Population and Sample

The population in this study is all employees of the North Labuhanbatu Regency Education Office which amounts to around 250 people. Due to the relatively large population size, a simple random sampling technique was used to take samples. The sample was 100 employees, who were randomly selected to ensure that the sample was representative of the existing population (Retnawati, 2017).

Research Variables

➤ Independent Variable (X)

- Compensation (X1): Measures the extent to which compensation provided to employees, whether in the form of salary, benefits, or other incentives, affects their performance.
- Job Training (X2): Measures the effectiveness of training programs that employees participate in in improving their knowledge, skills, and abilities to work better.
- Job Placement (X3): Measures the suitability between an employee's job placement and the organization's skills, interests, and needs.

➤ Dependent Variable (Y)

- Employee Performance (Y): Measures individual performance based on their achievement of targets, efficiency, effectiveness, and contribution to organizational goals.

1. Variable Operational Definition

- Compensation (X1): Compensation is measured through various indicators such as salary, benefits, bonuses, and other forms of rewards. The Likert scale of 1-5 is used to measure employees' perception of the compensation they receive.
- Job Training (X2): Measured through indicators of training frequency, relevance of training to work, and the impact of training on skill improvement. The Likert Scale 1-5 is used to measure the effectiveness of training programs.

- Job Placement (X3): Measured through indicators of suitability of placement with the employee's educational background, experience, and expertise. The Likert scale 1-5 is used to measure the perception of suitability for work placement.
- Employee Performance (Y): Measured through indicators of achievement of work targets, quality of work results, productivity, and employee discipline. The Likert scale 1-5 is used to measure individual performance.

Research Instruments

The instrument used in this study is a closed questionnaire using the Likert scale. The questionnaire is designed to measure employees' perceptions of compensation, job training, job placement, and their performance. The Likert scale used ranges from 1 (strongly disagree) to 5 (strongly agree).

Data Collection Data is collected through several methods, namely:

- Questionnaire: It is the main instrument in this study, which is distributed to employees to measure the variables studied. This questionnaire consists of questions related to compensation, training, job placement, and employee performance.
- Interviews: Conducted to obtain additional information and deepen understanding of the factors that affect employee performance from a managerial point of view.
- Documentation: Secondary data is collected from official documents such as the agency's annual report, policies related to compensation, training, and job placement, as well as employee performance assessment documents.

Data Analysis Techniques

The collected data will be analyzed using descriptive statistical techniques and inferential statistics (Jogiyanto Hartono, 2018).

- Descriptive Analysis: To describe the characteristics of the respondents and the distribution of answers to each research variable.
- Validity and Reliability Tests: Validity tests are conducted to ensure that the research instrument measures what is supposed to be measured, while reliability tests are conducted to ensure consistency of measurement results.
- Multiple Linear Regression Analysis: Used to determine the simultaneous and partial effects of compensation, job training, and job placement on employee performance. The regression equations used are:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where:

- Y = Employee Performance
 - X1 = Compensation
 - X2 = Job Training
 - X3 = Job Placement
 - α = Constant
 - $\beta_1, \beta_2, \beta_3$ = Regression coefficient
 - e = Error
 - F Test and t-Test: The F test is performed to test the simultaneous influence of all independent variables on the dependent variable, while the t-test is used to test the partial influence of each independent variable on the dependent variable.
 - Coefficient of Determination (R^2): Used to see how much an independent variable explains the variation of the dependent variable.
2. Hypothesis Testing The hypothesis proposed in this study is as follows:
- H1: Compensation has a positive and significant effect on employee performance.
 - H2: Job training has a positive and significant effect on employee performance.
 - H3: Job placement has a positive and significant effect on employee performance.

RESEACH RESULTH

This study aims to evaluate the impact of compensation, job training, and job placement on employee performance at the North Labuhanbatu Regency Education Office. Based on the research methods that have been described, the following are the results of the research obtained.

Characteristics of Respondents

Of the total 100 questionnaires distributed to employees of the North Labuhanbatu Regency Education Office, all of them were returned and can be further processed. Respondents consisted of employees with various backgrounds of age, education, and length of service. The majority of respondents (60%) are in the age range of 30-45 years, and most respondents have a bachelor's education level (S1), which is around 65%. Based on length of employment, most respondents (70%) have worked for more than 5 years, indicating that they have sufficient experience in their field of work.

Descriptive Analysis of Research Variables

- Compensation (X1)

Based on the results of the descriptive analysis, the average score for the compensation variable was 3.85 on the Likert scale of 1-5. This shows that most respondents are satisfied with the compensation they receive, although there are some aspects such as allowances and bonuses that are considered less than optimal.

- Job Training (X2)

The average job training score is 3.70. Most employees felt that the training programs provided were good enough and relevant to their tasks, but some respondents expressed the need to increase the frequency of training and adjust training materials to the latest policy changes in the field of education.

- Work Placement (x3)

The average job placement score is 3.90, indicating that employees are quite satisfied with their job placement. Most of the respondents stated that the placement was carried out in accordance with their competencies and expertise.

- Employee Performance (Y)

The average employee performance score was 4.05, indicating that employee performance was rated well by the respondents, especially in terms of achieving work targets and the quality of work results.

1. Validity and Reliability Test

- The Validity Test shows that all items in the questionnaire have a correlation value above 0.30, so it can be said to be valid.
- The Reliability Test produced a Cronbach's Alpha value of 0.85 for all variables, which means that this research instrument is reliable and consistent in measuring the variables studied.

2. Multiple Linear Regression Analysis Based on multiple linear regression analysis, the following results were obtained:

$$Y = 1,204 + 0,325 X_1 + 0,289 X_2 + 0,410 X_3$$

Where:

- Y = Employee Performance
- X1 = Compensation
- X2 = Job Training
- X3 = Job Placement
- 1,204 = Constant

From the regression equation, it can be interpreted that every 1 unit increase in the variable:

- Compensation (X1) will increase employee performance by 0.325 units, assuming other variables remain constant.
- Job Training (X2) will increase employee performance by 0.289 units.
- Work Placement (X3) had the greatest influence with an increase in performance of 0.410 units.

3. Partial Significance Test (t-Test)
 - The compensation (X1) has a t-count value = 3.125 with p-value = 0.002, which is less than 0.05. This means that compensation has a significant influence on employee performance.
 - Job Training (X2) had a t-count value = 2.781 with p-value = 0.006, which also showed a significant influence on performance.
 - Job placement (X3) has a t-count value = 4.332 with a p-value < 0.001, which shows that job placement has a significant and greatest influence on employee performance.
4. Simultaneous Significance Test (F-Test) The F-test produced F-count = 15.645 with a p-value < 0.001, which shows that compensation, job training, and job placement simultaneously have a significant effect on employee performance.
5. The Coefficient of Determination (R^2) value of $R^2 = 0.678$, which means that 67.8% of the variation in employee performance can be explained by the variables of compensation, job training, and job placement. The remaining 32.2% was explained by other factors that were not included in this research model.

DISCUSSION

The results of this study show that compensation, job training, and job placement have a significant influence on employee performance at the North Labuhanbatu Regency Education Office. These findings are in line with previous research conducted by (Judge & Robbins, 2013), which states that factors such as compensation and job training have a positive impact on employee motivation and performance. In other words, employees who feel rewarded through proper compensation tend to perform better in their duties.

In the Context of this Study

Compensation is an important factor that affects employee performance. The average score for the compensation variable was 3.85, indicating that the majority of employees were satisfied with the income and benefits they received. Adequate compensation not only serves as a reward for employee performance, but also as a motivator that increases work morale. According to (Maslow, 1943), compensation is included in the basic needs that must be met in order for individuals to function optimally in their work environment. When these basic needs are met, employees will be more motivated to achieve organizational goals.

The Results of the Study Show that Job Training

It has a significant influence on employee performance, with an average score of 3.70. An effective training program allows employees to acquire new skills and improve knowledge relevant to their duties. This supports the theory of Human Capital, which states that investing in employee training and education can improve overall productivity and performance. Research by (Ilim et al., 2024) It also shows that good job training can increase the effectiveness of employees in carrying out their duties. Therefore, increasing the frequency and relevance of

training at the North Labuhanbatu Regency Education Office is crucial to maintain high employee performance. Job placement, as the variable that shows the most significant influence on employee performance, has an average score of 3.90.

This finding is in line with research by (Kristof-Brown et al., 2005) who suggested that the fit between the individual and the job (Person-Job Fit) contributed to better performance. The right placement ensures that employees can contribute to the maximum by utilizing their competencies and expertise. When employees are placed in appropriate positions, they will feel more comfortable and able to provide optimal work results.

Regression Analysis Results

Showing that each independent variable contributes positively to employee performance. Job placement showed the greatest influence with a coefficient of 0.410, followed by compensation (0.325) and job training (0.289). This indicates that good job placement management can have a significant impact on employee productivity and effectiveness. Appropriate work placement not only creates a conducive work environment, but also increases a sense of job satisfaction, which in turn can affect performance.

The Significance Test Shows that the three Variables

Simultaneously had a significant effect on the performance of employees with a very high F-count score (15,645). These findings reinforce the importance of a holistic approach to human resource management, where compensation, training, and job placement must be managed in an integrated manner to achieve optimal performance outcomes. Previous research by Wang et al. (2016) showed that good management of these three factors can improve the performance of individuals and teams in organizations.

In the Context of the North Labuhanbatu Regency Education Office

These findings provide recommendations to continuously improve and improve the compensation system, the frequency and relevance of training, and the evaluation of employee job placement. This effort is expected to improve employee performance, which ultimately has a positive impact on the quality of education provided to the community. Given that education is one of the main pillars in human resource development, it is important for the education office to pay serious attention to these aspects. Overall, this study confirms that good human resource management, especially through fair compensation, effective training programs, and appropriate job placements, will have a profound effect on employee performance. Thus, the North Labuhanbatu Regency Education Office is expected to be able to implement the recommendations resulting from this research to achieve better organizational goals

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research that has been conducted, it can be concluded that there is a significant influence of compensation, job training, and job placement on employee performance at the North Labuhanbatu Regency Education Office. This study shows that these three variables not only have a positive impact on individual performance, but also contribute to the effectiveness of the organization as a whole. First, the compensation provided to employees, both in the form of salary and benefits, plays an important role in improving their motivation and performance. The results of the study showed that employees were satisfied with the compensation system received, which is in line with Maslow's theory of basic needs, where meeting basic needs can increase morale. Therefore, it is important for the Education Office to maintain and improve the compensation system so that it remains fair and competitive. Second, effective job training has also proven to have a significant effect on employee performance.

Relevant and task-appropriate training programs enable employees to improve their skills and knowledge, which is in line with the theory of Human Capital. By increasing the frequency and quality of training, the Education Office can further ensure that employees have the skills needed to carry out their duties well. Third, job placement in accordance with the competencies and expertise of employees is the most dominant factor in improving performance. These findings support the concept of Person-Job Fit, which suggests that the fit between individuals and jobs can significantly affect productivity. Therefore, it is important for the management of the Education Office to evaluate and adjust work placements periodically so that employees can contribute optimally. Overall, this study confirms that good management of compensation, job training, and job placement is key to improving employee performance in the North Labuhanbatu District Education Office. By implementing the recommendations resulting from this research, the Education Office is expected to achieve better organizational goals and provide quality educational services for the community.

ADVANCED RESEARCH

In the future, further research can be conducted to dig deeper into other factors that may affect employee performance, as well as explore how the interaction between these factors can affect work outcomes in a broader context

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