

WORK PLACEMENT, ORGANIZATIONAL COMMITMENT AND EMPLOYEE PERFORMANCE: EVALUATION OF PUBLIC SERVICE OFFICES IN INDONESIA

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ABSTRACT

A mismatch between skills, expertise and work placements among civil servants is often a phenomenon that occurs in many public service offices in Indonesia. This condition is exacerbated by low organizational commitment. Because these two aspects can lead to poor public service, this study aims to evaluate the impact of work placements and organizational commitment on employee performance. The results of Partial Least Square (PLS) analysis show that work placements have a positive and significant impact on employee performance. However, despite its positive influence on employee performance, organizational commitment does not have a significant impact on their performance. This study provides an overview of the performance of the tourism agency in one of the regional governments of West Java Province of Indonesia. This study also suggests that public service organizations can increase the commitment of their employees by selecting highly motivated employees.

Keywords: employee performance, organizational commitment, work placement

Introduction

The factor of human resources is very important in its position in a service organization. They deal directly with consumers, so they are required to have good performance to satisfy their customers. This also relates to the competence of the employees. As stated by (Lina & Thahir, 2019) in their research on service companies, good employee competence will make customers satisfied and loyal. Likewise, with public service offices where citizens become their consumers, customer satisfaction is a benchmark in achieving organizational performance. As stated by Fox and Meyers (1995) cited by (Akinboade, Mokwena, & Kinfack, 2014) that the provision of public activities, benefits, or satisfaction to citizens is the definition of public service delivery. As we know, individual employee performance will support organizational performance. The competency of individuals running a public service office will determine the effectiveness of service delivery, where this is a direct goal and target for each government office (Salami, 2015).

The problem that is often faced by organizations, in general, is the performance of employees who tend to decline. This can be an obstacle to the success of an organization because one measure of the success of an organization is the performance of this human resource. One of the factors that can affect employee performance is work placement. Some researchers have examined the relationship between work placement and performance, including (Montolalu, Kawet, & Nelwan, 2016), (Linge & Kiruri, 2013), and (Athkan & Riady, 2013) which show that the results of research between job placement on employee performance are positive and significant. Thus an organization must be able to do a proper worker placement to fit the term "the right person in the right place, the right person in the right job."

The success of an organization is also based on the performance of the employee itself. Good employee performance is considered to help improve the quality of the organization. This quality can also be seen from the high trust or community loyalty towards the organization. Some researchers previously argued that other factors that can affect performance, a namely organizational commitment that employees have. Researchers who have tested the relationship between organizational commitment and performance are (Darmayanthi & Dewi, 2016), (Memari, Mahdieh, & Marnani, 2013), and (Jatmiko, Bambang, & Eko, 2015). An employee who has a high commitment will have a different attitude compared to employees who have low commitment. A high organizational commitment will produce a good performance, low absenteeism, and low employee turnover. An employee who has a high commitment will produce high work productivity too. Organizational commitment encourages employees to be able to maintain their jobs and provide the best results for their organizations.

The problems that will be raised in this study are about the low performance of employees in public service offices in tourism in Indonesia. This is in accordance with the performance report issued by the relevant ministry in 2016, where one of the problems faced was in the aspect of tourism institutional development, including (a). The limited number of organizations in charge of tourism in the region; (b). Human resources for Tourism and Tourism Higher Education Development are still limited; (c). Coordination and synchronization of development across regions and sectors that are still not effective (Yahya, 2017). Based on the data obtained, the performance of the tourism service staff has not been optimal in one of the district governments in West Java Province as presented in the following table:

Table 1: Recapitulation of Employee Performance Achievements

Target Employee Performance	Year				
	2014		2015		2016
	Semester I	Semester II	Semester I	Semester II	Semester I
91-100			✓		
76-90	✓				✓
61-75				✓	
51-60		✓			

Information:

91-100 = Very Good

76-90 = Good

61-75 = Good enough

50-60 = Poor

Based on Table 1.1 above, it can be seen the results of employee performance evaluations from 2014 to 2016. From the table, it can be concluded that the achievement of employee performance targets fluctuates in each semester, even when the second semester always decreases. Based on the results of observations during the pre-study, there were several obstacles that occurred so that the employee's performance was not optimal — for example, the placement of employees who are not in accordance with predetermined provisions. Employees do not occupy the right position and place in accordance with the employee's background, and there are several employee placements that are carried out regardless of employee knowledge, skills and abilities. This can be one of the performance degradation factors possessed by an employee.

Another obstacle that affects employee performance is employee organizational commitment. Based on the pre-research results, there are still some employees who have low commitment. This is reflected in the decrease in the number of employees each year, as presented in the table below.

Table 2: Number of Employees

Year	Number of Employees
2012	44
2013	39
2014	44
2015	43
2016	40

From the table above, it can be seen that from year to year the number of employees tends to decrease every year, although in 2014 the number of employees has increased. With this phenomenon, it is feared that employees do not have a high commitment to the organization so that it will reduce the overall performance of the organization. The number of employees continuing to decrease each year will result in vacant positions and reduced human resources owned by the organization. This is very influential on performance; employees cannot work optimally if they get a task that exceeds the limit so that work cannot be completed on time.

Based on the phenomena and data obtained, this study tries to test the alleged influence between work placement and organizational commitment to employee performance.

Literature Review

Employee Performance

Effectiveness and efficiency in achieving work goals will be reflected in employee performance (Linge & Kiruri, 2013). Before assessing employee performance, each company must first determine the elements of work performance that must be obtained by an employee. Some of these elements include quality of work, the quantity of work, conformity with others, attendance at work, length of service, and flexibility. Of course, this must match the criteria during the employee selection process (Mathis & Jackson, 2004). According to (Sedarmayanti, 2009) to get an optimal performance to be the goal of the organization must pay attention to aspects of service quality, timeliness, initiative, ability, and communication.

Work Placement and Employee Performance

Placement is the final stage after selection in the process of hiring employees. Placement adjusts someone to the right job (Mathis & Jackson, 2004). Placement is a very important problem in the function of human resource management because it is also related to costs; for example, with appropriate placement it will directly affect the costs of operations and training. Employees who cannot achieve their work goals will incur huge costs and also waste time. The concept of Person-Job Fit proposed by (Mathis & Jackson, 2004) states that there are three things that must be met in accordance with the characteristics of the work, namely Knowledge, Skills, and Abilities (KSA). The very real impact of the suitability between KSA and the people who will be placed will improve employee performance, reduce turnover, reduce absenteeism, and other problems in human resource management.

In a previous study conducted by (Montolalu, Kawet, & Nelwan, 2016), where the results of the study showed personality simultaneously, work orientation, and work placement had a significant influence on employee performance. Partially the personality has a negative and significant influence while the placement of employees has a positive and significant influence; besides that, work orientation does not affect the performance of Employees in the Education and Culture Office of North Sumatra Province. Other studies suggest that there is a positive relationship between work placement and performance (Linge & Kiruri, 2013). The results of other studies show that there is a positive influence/relationship between the right placements of employees on the performance of employees in the Plantation Office of the Province of East Kalimantan; this proves that placement is one of the factors that greatly affect employee performance (Athkan & Riady, 2013). Based on previous research studies, the following hypothesis can be concluded:

H₁: Job placement is positively and significantly related to employee performance.

Organizational Commitment and Employee Performance

Based on the literature, performance appraisal is aimed at goal-setting theory. As stated by (Ariani & Ratnasari, 2018), that performance appraisal emphasizes the importance of individual acceptance and commitment. According to (Robbins & Judge, 2016) in organizational behavior, organizational commitment is a component of behavior. Organizational commitment is a situation where an employee sided with a particular organization and the purpose and desire to maintain membership in the organization. The involvement of a person who is high in a job means taking part in a particular job of an individual, while high organizational commitment means siding with the organization that

recruits the individual. Employee commitment can be divided into 1). Affective Commitment: emotional feelings for the organization and trust in values; 2). Normative Commitment: a person's obligation to remain in the organization for moral or ethical reasons; 3). Ongoing commitment: perceived economic value for survival in an organization compared to leaving the organization.

H₂: Organizational commitment is positively and significantly related to employee performance.

Methodology

Respondent's Profile

In this study, the sample used is the entire population in the object of research, namely all employees who are in the field of tourism and culture in one of the provinces in West Java, Indonesia. Sampling like this is usually called a census. The total number of employees participating as respondents is 40 people. Analysis using the recommended PLS sample size ranged from 30-100 so that the sample in this study fulfilled the sampling criteria (Ghozali, 2014). Based on the data obtained, the profile of respondents included: 65% of men; age above 45 years 57.5%, tenure > 10 years 85%, 57.5% are staff, 40% are scholars. The tool used for data collection uses a questionnaire. The scale used in this questionnaire uses a Likert scale with a range of 1 (strongly disagree) to 5 (strongly agree).

Measurement

Measurement of research using PLS analysis, in general, can be divided into two, namely the external model (measurement model) and the internal model. The external model is a measurement model that shows the relationship between indicators and constructs. On the outside model, tested the validity and reliability. Test the validity obtained from the results of convergent validity, average variance extracted (AVE). To find out how big the reflection indicator is by looking at the convergent validity score, the score that meets the criteria is above 0.7. This means that the higher the score, the better the indicator will explain the construct, and the AVE value shows a value of more than 0.5. The reliability test was obtained from the value of composite reliability and Cronbach's Alpha. Criteria that have high reliability are if more than 0.7.

While the internal model is a structural model that connects latent variables, this model can be known with a description of the Evaluation of the Goodness of Fit - Inner Model. This model also tests the research hypothesis. Structural models are measured using dependent T-statistics, beta coefficients or T-statistic values in testing the significance of hypotheses where the score must be > 1.96 for the two-tailed hypothesis (Ghozali, 2014).

This study consists of three latent variables, namely, work placement, organizational commitment, and employee performance. Job placement and organizational commitment are exogenous variables while employee performance is an endogenous variable. Job placement variables are reflected by several indicators, including 1) Ability, 2) Skills, 3) Knowledge (Mathis & Jackson, 2004). While the commitment variable is reflected by 1) Affective; 2) Sustainable; 3) Normative (Robbins & Judge, 2016). For employee performance is measured by using the following indicators: 1) Quality of Work; 2) Presence and Timeliness; 3) Initiative; 4) Ability; 5) Communication (Mathis & Jackson, 2004), (Sedarmayanti, 2009). The scale used in the questionnaire is a Likert scale with a range of 1 (strongly disagree) to 5 (strongly agree).

Result

Measurement or Outer Model

As explained before, in this model, validity, and reliability will be obtained from the construct used. The test of construct validity is obtained from convergent validity (judged by outer loading). After processing the data using PLS, briefly the external model loading factors are as follows:

Table 3: Outer Loading Measurement

Variable	Indicator	Outer Loading	AVE
Work Placement	Knowledge	0,980	0,853
	Skill	0,930	
	Training experience	0,940	
	Doing work technically	0,837	
	Proficiency	0,785	
	Expertise	0,967	
	Specialization	0,854	
	Cleverness	0,949	
Organizational Commitment	Emotionally bounding	0,874	0,824
	Employee pleasure in career	0,962	
	Loyal to organization	0,927	
	Job Awareness	0,958	
	Needs and wants	0,928	
	Anxiety of leaving the job	0,923	
	Conformity values	0,930	
	Ability to work	0,914	
	Compatibility in work	0,902	
	Employee allegiance	0,917	
Employee Performance	Ability	0,969	0,787
	Deftness	0,946	
	Punctuality	0,933	
	Work target completion	0,977	
	Work according to plan	0,917	
	Initiative	0,768	
	Responsible	0,983	
	Education	0,793	
	Training	0,917	
	Interaction	0,772	
	Teamwork	0,843	
	Tolerance	0,783	

From the table above, it can be concluded that the scores of all indicators are above 0.7 and the AVE score is above 0.5 from each construct. This means that all indicators can reflect the construct correctly. In addition to the validity test, the external model found reliability testing. Cronbach's Alpha scores and Composite Reliability are assessed to provide information. As

presented in Table 2, the values of Cronbach's Alpha and Composite Reliability obtained from all exogenous and endogenous constructs are above 0.7 so that they can be concluded to be very reliable.

Based on the results of the overall evaluation of the external model, both validity and reliability tests, which have been described above, it can be concluded that indicators as a measure of latent variables are valid and reliable.

Table 4: Reliability Test

Construct	Cronbach's Alpha	Composite Reliability
Work Placement (X_1)	0,974	0,983
Organizational Commitment (X_2)	0,981	0,978
Employee Performance (Y)	0,969	0,974

Inner Model

Based on the results of the structural equation calculation model it is known that the work placement variable (X_1) obtained by T-statistic 2.404 is greater than T-Table 1.96 and the original sample estimate is positive, that is equal to 0.635 which indicates that the direction of the relationship between Work Placement and Performance Employees are positive where it means that work placement variables have a positive and significant influence on employee performance.

Moreover, as we see in table 4, that the organizational commitment variable (X_2) obtains a T-statistic of 1.359 smaller than T-table 1.96, and the original sample estimation value is positive, which is equal to 0.360. This shows that the direction of the relationship between organizational commitment and employee performance is positive, which means that the organizational commitment variable has a positive but not significant effect on employee performance.

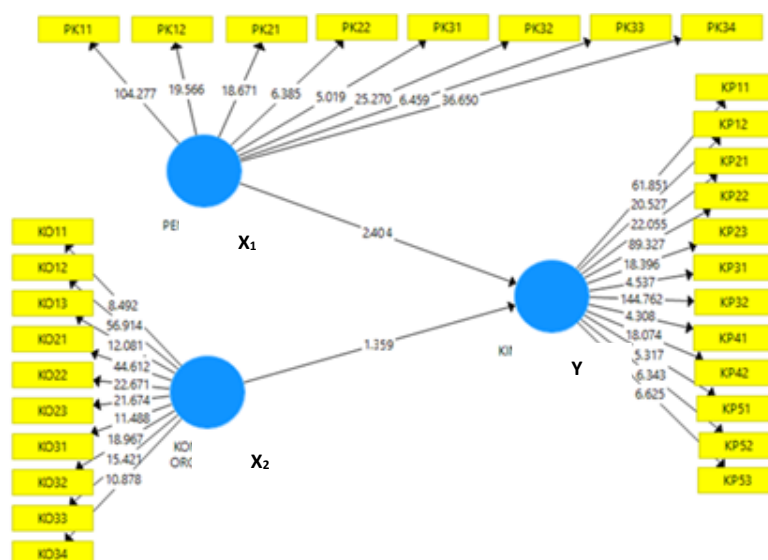


Figure 2 Structural Model

Information:

X_1 = Work Placement X_2 = Organizational Commitment Y = Employee Performance

Table 5: Hypothesis Test Result

	Hypothesis	Original Sample (O)	T-Statistics (O/STERR)	Description
H ₁	Work placement → Employee performance	0,635	2,404	Positive and Significant
H ₂	Organizational commitment → Employee performance	0,360	1,359	Positive and Not Significant

Discussion

The Impact of Work Placement towards Employee Performance

The result of this study reveals that there is a positive and significant relationship between work placements and performance. The study of this finding is in accordance with previous research conducted by (Montolalu, Kawet, & Nelwan, 2016), (Linge & Kiruri, 2013), and (Athkan & Riady, 2013) evaluating the relationship of work placement to employee performance that has positive results and significant. This explains the existence of work placements based on ability, which includes knowledge possessed by an employee. The higher the ability possessed by employees, the better they will solve each problem. In addition, ability, skills are also important factors that must be owned by an employee. With the presence of employees who have good skills, it will be easier for employees to complete the tasks or tasks given more easily. In other words, employee performance will increase, along with good work placement for employees. Job placement means placing someone on the right job (Mathis & Jackson, 2004). Based on the profile of respondents, most employees have a bachelor's degree which shows that employees have sufficient knowledge of the work they have. Although the position they have is not in accordance with the educational background of the employee, most employees can learn to complete the assignment given so that there is a positive relationship between work placement and employee performance.

The Impact of Organizational Commitment towards Employee Performance

The research result also reveals that the direction of the relationship between organizational commitment and employee performance is positive, which means that the variable organizational commitment has a positive but not significant effect on employee performance directly. This finding shows that although employee commitment increases, the effect is no longer significant on employee performance. In addition, the results of this study explain that improving the quality of work of employees comes from the influence of work placements compared to the influence of employee commitment. This can be seen from the factors that reflect the organizational commitment that does not prioritize the quality of work in carrying out their work. Employees consider that even though they have an emotional bond with the organization, employees cannot complete tasks on time. Thus hypothesis 2 in this study was rejected. These results are not in line with the research previously conducted by (Darmayanthi & Dewi, 2016) (Memari, Mahdieh, & Marnani, 2013) and (Jatmiko, Bambang, & Eko, 2015) where organizational commitment has a positive and significant effect on employee performance.

Organizational commitment is a situation where an employee sided with a particular organization and goals and desires to maintain membership in the organization (Robbins &

Judge, 2016). Based on observations in the field there are several factors that influence organizational commitment that causes employees to have a low organizational commitment, employee turnover increases every year due to employees who have worked for a long time finding new things, moving to their hometowns, or even following their spouse. In addition, based on respondents' data about the length of work, most of them are dominated by employees who work > 10 years, so they feel bored and may intend to find another job.

Based on the research findings regarding organizational commitment at the tourism agency, the impact will be on how to retain employees. Of course, this is also inseparable from the process of recruitment and selection at the beginning of the function of human resource management carried out in the organization concerned. Research conducted by (Andrews, 2016) revealed the concept of the motivation of public servants, namely Public Service Motivation (PSM) and Self-Determination Theory (SDT). The concept of this PSM was first examined by (Perry & Wise, 1990), where the concept was positively related to performance. PSM is defined as the tendency of individuals to respond uniquely and deeply about the motivation to work in public institutions or organizations. PSM shows the relevance of public values for motivation, while SDT explains how the context affects it. The concept of PSM can be applied at the time of recruitment and selection using the "situational assessment test" approach during the interview. Both of these concepts can be implemented in order to support employee retention in the long run.

Conclusion

Based on the results of the previous hypothesis testing and research findings, it can be concluded that employee work placements have a positive and significant effect on employee performance. This shows that better job placement will be followed by an increase in employee performance. Leaders can place employees in the field of work by paying attention to factors such as the ability, skills, and knowledge of employees so that employees can occupy the right position with the right job. This is expected so that employees can more easily carry out their duties/jobs in order to achieve better performance. The leadership is expected to give greater attention to the improvement and development of capabilities possessed by employees. Knowledge or attitude obtained through education and training will improve the ability of employees to work. In addition, the research findings reveal that organizational commitment has a positive but not significant effect on employee performance. Therefore, organizational commitment will be better if the organization is able to "filter" prospective workers by having high motivation for public services. This process is important because it has a long-term impact on employee retention.

Limitation and Suggestions Future Research

Limitations of this study: First, this research was carried out only at the tourism office at the district level, research might provide different results if done at the city level. Second, because of limited time and funds, we only limit it to the district level. In connection with the findings in this study, which states that employee commitment has a positive effect on employee performance but does not have a significant effect, further research can be done. Future researchers may be able to test using different theoretical approaches such as the concept of PSM and SDT associated with employee performance in public organizations.

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