The Influence of Compensation Alignment and Placement on the Performance of Public Works Employees in a Regional Authority

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ABSTRACT
The aim of this research is to determine whether there is an influence of compensation and work placement on employee performance in a regional authority. The study's population consisted of 39 employees, and the research sample used a saturated sampling method. This research employs a quantitative approach, utilizing data analysis methods that include research instrument tests, validity and reliability tests, descriptive analysis, inferential analysis, multiple linear regression analysis, coefficient of determination (R^2), hypothesis testing, partial tests, t-tests, and classical assumption tests such as normality, multicollinearity, and heteroscedasticity. The results indicate a significant positive influence of compensation on employee performance at the Public Works Department of the regional authority. However, there was no significant positive effect of placement on employee performance in the same department. For future research, it is suggested to explore additional factors influencing employee performance, such as job satisfaction and organizational culture, as well as to include a larger sample size for more robust findings.
Keywords : Compensation, Work Placement, Employee Performance, Public Works, Regional Authority

1. Introduction

Employee performance is a crucial element that influences the achievement of an organization's vision and mission, both in the public and private sectors. In government agencies, such as the Public Works Department, employee performance plays an essential role in ensuring the efficiency and effectiveness of public services, particularly in the provision of infrastructure, which is a fundamental need for society. Therefore, improving employee performance has become a primary focus in human resource management across various government institutions (Hadiansyah & Yanwar, 2015).

Public sector organizations bear significant responsibility for delivering essential services that contribute to the well-being of the community. The Public Works Department, for instance, plays a vital role in the development and maintenance of regional infrastructure, including paved roads, ports, drainage systems, and other public facilities (Ratna, 2022). The quality and sustainability of this infrastructure heavily depend on the performance of employees in the field, which involves planning, execution, supervision, and maintenance. When employee performance is at an optimal level, projects can be completed on time, meeting high-quality standards and budget requirements. Conversely, poor performance can lead to project failures, resource wastage, and increased public dissatisfaction.

From the perspective of human resource management, employee performance is influenced by various factors, including internal factors such as motivation, competence, and employee commitment, as well as external factors like the work environment, management policies, and organizational support. Two important factors often focused on to enhance employee performance are compensation alignment and job placement (Rahmi, 2019). Compensation alignment refers to the extent to which the rewards received by employees correspond to their contributions to the organization. Compensation, which includes base salary, allowances, incentives, and other benefits, should be designed to reflect the value of

the work performed and align with employee expectations. When compensation is perceived as fair, employees are more likely to be motivated to perform well and remain loyal to the organization.

On the other hand, appropriate job placement involves positioning employees in roles that best match their skills, experience, and interests. Proper placement can maximize employee potential, while inappropriate placement can lead to frustration, decreased motivation, and ultimately, lower performance (Hadiansyah & Yanwar, 2015). In the Public Works Department, where projects often require specific technical skills and strong managerial expertise, appropriate placement is critical. For example, an engineer experienced in planning may not be suitable if placed in a field supervision role that requires different skills. Therefore, careful evaluation and a deep understanding of employee abilities and preferences are essential in the placement process.

In addition, the Public Works Department encounters unique challenges in managing employee compensation and placement. Being a government agency, it is often restricted by bureaucratic regulations and budget constraints, which can limit its ability to provide competitive compensation. Furthermore, the employee placement process is frequently influenced by non-technical factors such as seniority and rotation policies, which may not always adhere to competency-based placement principles. This can result in a disconnect between the organization's needs and the employees' skills, ultimately impacting overall performance.

This study will employ a comprehensive approach that includes empirical data analysis and a review of relevant literature to investigate how compensation alignment and job placement contribute to employee motivation, job satisfaction, and work effectiveness in enhancing performance. The aim is to provide public organization managers with greater insights for developing more effective human resource management strategies. Understanding the impact of compensation alignment and placement on employee performance is crucial for creating a productive and efficient work environment in the public sector (Silaen et al., 2021). In the context of the Public Works Department, this knowledge will not only improve individual employee performance but also enhance the quality of public services and the success of sustainable infrastructure projects. Therefore, this research seeks to make a significant contribution to the development of better management practices that can ultimately support improved organizational performance and community well-being.

2. Literature Review
Performance

Multiple factors can impact employee performance, with compensation alignment and job placement being two of the most important. Compensation alignment refers to how fair and appropriate employees perceive their rewards—such as salary, benefits, and other incentives—relative to their contributions to the organization. When compensation is adequate and well-targeted, it not only boosts employee motivation but also affects their job satisfaction, which can lead to enhanced performance. Employee performance is influenced by a combination of internal and external factors that directly or indirectly shape how individuals carry out their roles within the organization. Notably, compensation alignment and job placement are crucial in determining employee performance (Agustini Fauzia, 2008).

Compensation

Compensation alignment refers to the extent to which the rewards received by employees are perceived as commensurate with their contributions to the organization. These rewards can take various forms, including salary, benefits, incentives, bonuses, and other types of recognition given by the organization as appreciation for the work performed. There are

several important dimensions of compensation alignment that warrant deeper understanding (Utami, 2014):

1. **Internal Equity**: This relates to the comparison of compensation among employees within the same organization. Employees often evaluate their rewards against those of their colleagues who have similar roles and responsibilities. If an employee feels they are receiving lower compensation than a peer in a comparable position, it can lead to feelings of unfairness and demotivation, ultimately reducing their performance.

2. **External Equity**: This concerns how compensation within one organization compares to that of other organizations for similar positions. If employees believe they are being paid less than industry or market standards for comparable work, it can diminish their motivation and prompt them to seek opportunities elsewhere that offer better compensation.

3. **Holistic Compensation**: Compensation is not only about financial aspects like salary and bonuses but also includes non-financial components such as recognition, awards, career development opportunities, and a positive work environment. Employees who feel valued both financially and personally are likely to experience higher job satisfaction, which positively impacts their performance.

4. **Adams' Equity Theory**: This theory explains that employees assess the fairness of their compensation based on a comparison between their inputs (such as effort, skills, time, and experience) and outputs (like salary, benefits, and recognition). If they perceive that their input-output ratio is not comparable to that of their colleagues or market standards, they may feel a sense of injustice that can affect their motivation and performance (Utami, 2014).

Work Placement

Job placement refers to the process of assigning employees to positions that align with their skills, experience, interests, and aspirations. Proper placement is crucial as it has direct implications for employee productivity and job satisfaction. The following are important aspects of job placement:

1. **Skill-Task Alignment**: When an employee is placed in a role that matches their skills and expertise, they are more likely to work efficiently and productively. Conversely, if an employee is assigned to a position that does not fit their competencies, they may struggle to complete their tasks, leading to decreased performance and job satisfaction.

2. **Career Development**: Appropriate placement is also essential for employee career growth. When employees are positioned in roles that provide suitable challenges and learning opportunities, they tend to be more motivated to develop their skills and improve their performance. In contrast, poor placement can result in career stagnation, diminishing enthusiasm and commitment to the organization.

3. **Flexibility and Adaptability**: Organizations that effectively place employees in roles that align with their skills and aspirations must also consider flexibility in placement. Sometimes, changes in the organizational environment or job demands require adjustments in employee assignments. The ability of an organization to adapt placements based on these changes is key to maintaining high employee performance.

4. **Person-Job Fit Theory**: This theory emphasizes the importance of alignment between employee characteristics and job demands. Research indicates that employees working in positions that suit their skills and preferences tend to be more satisfied with their jobs and perform better (Utami, 2014).

In the context of the Public Works Office, where employees often face complex technical tasks requiring specialized skills, the importance of appropriate compensation and placement becomes increasingly significant. The improvement of employee performance is not solely dependent on individual abilities, but also on how the organization provides fair rewards and places employees in positions that match their competencies. Therefore, a holistic approach to human resource management that considers compensation and job placement is key to creating a productive and sustainable work environment.

This research aims to analyze the impact of compensation and placement suitability on employee performance at the Public Works Office. By gaining a better understanding of the relationship between these two factors, it is hoped that more efficient methods to enhance employee performance can be discovered, thereby supporting the organization in fulfilling its vital public duties. Furthermore, jobs that align with employees' skills, interests, and experiences play a crucial role in performance. When employees are positioned according to their abilities and preferences, they tend to work more effectively and productively. Proper placement can also reduce work stress and dissatisfaction, which often hinder performance. Conversely, inappropriate placement can lead to a mismatch between tasks and employees' abilities, ultimately disrupting the overall performance of the organization (Delfi & Rita Anugerah, Al Azhar A, 2014).

The challenges faced in human resource management at the Public Works Office are often linked to budgetary and other resource issues. Thus, it is important to ensure that compensation and job placements are well-regulated to support employee performance. The Public Works Office is responsible for infrastructure projects that require competent and motivated labor, making effective human resource management crucial for the success of these projects, from planning through execution and evaluation. The goal of this research is to understand how the suitability of placement and compensation affects employee performance at the Public Works Office. By understanding how these two factors influence performance, it is hoped that more effective strategies for enhancing employee performance can be identified. This research will also provide an overview of the current conditions in the field, as well as the challenges faced in managing human resources within the Public Works Office. Furthermore, this study will explore how the alignment of compensation and placement influences various performance aspects, including productivity, work quality, and employee initiative. Employee performance will not only be assessed through measurable results but also through other aspects such as job satisfaction, commitment to the organization, and interpersonal relationships among employees. This is important because employee performance is multifaceted, with various factors interacting and influencing one another. This study will also consider individual differences among employees, such as education level, work experience, and personal preferences, which can affect their perceptions of compensation and job placement. Thus, this research aims to provide a more comprehensive insight into the dynamics of employee performance at the Public Works Office and how the suitability of compensation and placement can be optimized to support better performance (Agustini Fauzia, 2008).

Therefore, this research is expected to provide valuable recommendations for policymakers in the agency to enhance employee performance through more effective management of compensation and job placement (Utami, 2014). Efforts to improve employee performance have become a primary focus for local governments, including in Wakatobi Regency. The suitability of compensation and job placement are two crucial elements believed to influence employee performance. Fair and appropriate compensation, both financial and non-financial, can increase motivation and job satisfaction, encouraging employees to contribute their best to the organization. Additionally, proper job placement that aligns with

employees' competencies, skills, and interests also plays a role in enhancing productivity and effectiveness. In Wakatobi Regency, the Public Works Office faces various challenges in carrying out its duties, including effective human resource management. Therefore, this research examines how appropriate placement and compensation impact employee performance at the Public Works Office of Wakatobi Regency. The results of this study are expected to contribute to improving the human resource management system within the local government, particularly in enhancing employee performance.

From the issues mentioned above, the hypotheses in this research are as follows:

H1: The suitability of compensation has a positive and significant effect on the performance of public works employees in Wakatobi Regency.

H2: Employee placement has a positive and significant effect on the performance of public works employees in Wakatobi Regency.

3. Research Methods

This research was conducted at the Public Works Office of Wakatobi Regency, a critical institution responsible for various infrastructure projects in the region. The study aimed to gather comprehensive data directly from a population of 39 civil servants (ASN), who play vital roles in the execution of these projects.

To thoroughly analyze the research problem, the study employs a quantitative approach, which is particularly effective for examining relationships between variables and testing specific hypotheses. This methodology emphasizes the collection and analysis of numerical data, allowing for a more objective evaluation of the research questions.

The process involves several key steps to ensure the integrity and reliability of the data. Initially, validity tests will be conducted to confirm that the measurement tools accurately reflect the constructs being studied. Following this, reliability assessments will determine the consistency of the data across different instances. Normality tests will check if the data distribution follows a standard normal distribution, which is essential for various statistical analyses. Additionally, heteroscedasticity tests will evaluate whether the variability of the residuals is constant across all levels of the independent variables, while multicollinearity tests will ensure that the independent variables are not too highly correlated with each other.

To analyze the data and test the proposed hypotheses, multiple regression methods will be utilized. This statistical technique allows researchers to understand the relationship between one dependent variable and several independent variables. The analysis will include F tests, which assess the overall significance of the regression model, t tests to evaluate the significance of individual predictors, and the coefficient of determination (R^2) to determine the proportion of variance in the dependent variable that can be explained by the independent variables.

Through this robust methodological framework, the study aims to provide valuable insights into the factors influencing the performance of civil servants in the Public Works Office, ultimately contributing to the improvement of human resource management practices in the local government.

4. Results and Discussions
Descriptive Statistical Test Results

This research variable is divided into three namely; Compensation suitability, Job Placement and Employee Performance which will be statistically tested as shown in the table below;

Table 1 descriptive statistics test results

	N	Minimum	Maximum	Mean	Std. Deviation
Compensation	39	35.00	41.00	38.4872	1.41183
Work Placement	39	33.00	42.00	37.2821	2.33901
Employee Performance	39	36.00	39.00	37.3590	.70663
Valid N (listwise)	39				

Based on the descriptive test results, the distribution of data obtained by the researcher can be described as follows:

Compensation Variable (X1) shows a range of values between 35.00 and 41.00, reflecting variability in compensation ratings among respondents. The average compensation suitability score is recorded at 38.4872, indicating that, overall, the assessment of compensation suitability is above the midpoint of the rating scale. Additionally, a standard deviation of 1.41183 indicates that the compensation suitability scores vary by approximately 1.41 points from the mean, demonstrating moderate variation among respondents;

Work Placement Variable (X2) has a range of values between 33.00 and 42.00, indicating variability in job placement ratings among respondents. The average job placement score is recorded at 37.2821, which is slightly lower compared to compensation suitability. A larger standard deviation of 2.33901 indicates that job placement scores exhibit more significant variation, with a deviation of approximately 2.34 points from the mean;

Employee Performance Variable (Y) shows a range of values between 36.00 and 39.00, indicating that employee performance ratings have narrower variability compared to compensation suitability and job placement. The average employee performance score is 37.3590, suggesting that, overall, the assessment of employee performance is above the midpoint of the rating scale. A standard deviation of 0.70663 indicates that employee performance scores vary slightly from the mean, demonstrating higher consistency in performance ratings compared to compensation and job placement assessments.

Thus, this descriptive analysis provides a clear overview of how respondents evaluate compensation suitability, job placement, and employee performance, as well as the variations present within these assessments.

Classical Asumption Test
Normality Test

The normality test is crucial in statistical analysis because many classical statistical methods, such as t-tests, ANOVA, and regression, assume that the data follows a normal distribution. If the data is not normally distributed, the results of these statistical methods may be invalid or less accurate (Qurnia Sari et al., 2017). The normality test can be employed to validate the assumption of normality for the residuals in regression models or other statistical analyses. Typically, normality tests are conducted using statistical methods such as the Shapiro-Wilk test, Kolmogorov-Smirnov test, or through graphical visualization like Q-Q plots. The results of the Kolmogorov-Smirnov test indicate that the residuals from the regression model follow a normal distribution. The high significance values (0.200 and 0.502) suggest that the deviations from normality are not significant. In other words, the regression model meets the assumption of normality for the residuals, which is crucial for the validity of the regression analysis results and related statistical tests.

Heteroscedasticity Test

The heteroskedasticity test is a statistical procedure used to determine whether the variance of the residuals or errors in a regression model varies (is non-constant) across different levels of the independent variable. Heteroskedasticity occurs when the assumption of

homoskedasticity (constant residual variance) in linear regression models is not met. Heteroskedasticity tests are often conducted using visualization methods, such as residual plots, or statistical tests like the Breusch-Pagan test, Glejser test, or White test. If heteroskedasticity is detected, researchers can apply data transformations or use estimation methods that can handle heteroskedasticity, such as Weighted Least Squares (WLS) or Generalized Least Squares (GLS).
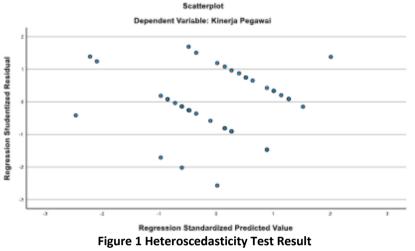

Figure 1 Heteroscedasticity Test Result

Figure 1 illustrates that the data points are scattered randomly and do not follow any specific pattern. This random distribution of data points indicates that the variance of the residuals or errors does not systematically change with variations in the independent variable. In other words, the error variance is not dependent on the values of the independent variable. This condition suggests that the assumption of homoskedasticity in the regression model is met. Homoskedasticity is one of the essential assumptions in classical linear regression analysis. When this assumption holds, the regression model can provide unbiased and efficient parameter estimates. This means that the regression model can be used to make accurate and valid predictions about the relationship between the independent and dependent variables.

Multicollinearity Result Test

Tolerance measures the extent to which the variability of one independent variable cannot be explained by other independent variables. A high tolerance indicates that the independent variable is not highly correlated with other independent variables in the model. In this case, a tolerance value of 0.646 for both independent variables (Compensation Suitability and Job Placement) suggests that there are no significant issues with multicollinearity among these variables. Generally, a high tolerance (typically greater than 0.1) indicates that there are no major concerns regarding multicollinearity.

Table 2 Multicollinearity Test Results

Coefficients[a]		
	Collinearity Statistics	

Tolerance measures how much variability in one independent variable cannot be explained by other independent variables. A high tolerance value indicates that the independent variable is not highly correlated with others. In this analysis, a tolerance value of 0.646 for both independent variables, Compensation Suitability and Job Placement, suggests that there are no significant multicollinearity issues. Similarly, the Variance Inflation Factor (VIF) assesses how much the variance of a regression coefficient is affected by multicollinearity with other independent variables. A high VIF indicates significant multicollinearity, while a VIF below 10 is generally considered acceptable. In this case, a VIF of 1.548 for both variables shows no strong signs of multicollinearity. Thus, the tolerance values greater than 0.1 confirm

that the independent variables are not highly correlated, indicating no significant multicollinearity issues. Overall, the results from the multicollinearity test demonstrate that the regression model is stable and reliable, with the independent variables not exhibiting high correlation that could affect the regression coefficients.

Hypothesis Testing Results

Table 3 Hypothesis Testing Result

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
	(Constant)	26.013	2.404		10.822	.000
	Kompensasi	.409	.078	.817	5.265	.000
	Penempatan	-.118	.047	-.389	-2.511	.017
a. Dependent Variable: Kinerja Pegawai						

The partial testing of each variable can be explained as follows:

Hypothesis Testing 1: The significance value for the effect of Compensation (X1) on Performance (Y) is 0.000, which is less than 0.05. This indicates a significant positive influence of compensation on employee performance. Specifically, the coefficient for compensation is 0.409, meaning that for every one-unit increase in compensation, employee performance increases by 0.409 units, assuming other variables remain constant. The standardized beta of 0.817 further suggests a strong positive impact of compensation on performance. The very small p-value (0.000) confirms the statistical significance of this effect.

Hypothesis Testing 2: The significance value for the effect of Job Placement (X2) on Performance (Y) is 0.017, which is also less than 0.05. This indicates that job placement has a statistically significant negative influence on performance. The coefficient for job placement is -0.118, suggesting that for every one-unit increase in placement, employee performance decreases by 0.118 units, with other variables held constant. The standardized beta of -0.389 indicates a negative effect of placement on performance, although it is not as substantial as the effect of compensation. The p-value of 0.017 shows that the influence of placement on performance is statistically significant, albeit weaker than that of compensation.

General Conclusion:
- **Compensation:** It has a positive and significant impact on employee performance. Increasing compensation can substantially enhance performance.
- **Job Placement:** It has a negative and significant effect on employee performance, indicating that placement aspects can reduce performance, although the impact is less than that of compensation.

This regression model underscores the importance of compensation in boosting employee performance, while also highlighting the need to manage job placement to mitigate any negative effects. Managerial decisions should focus on enhancing compensation and optimizing placement to maximize employee performance.

Table 4 Simultaneous Testing Result

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	8.354	2	4.177	14.159	.000[a]
	Residual	10.620	36	.295		
	Total	18.974	38			
a. Predictors: (Constant), Penempatan, Kompensasi						
b. Dependent Variable: Kinerja Pegawai						

The F-test in quantitative research is used to compare variability between two or more groups to determine if they originate from the same population. With a calculated F value of 14.159, which is greater than the critical value of 3.25, and a p-value (Sig.) of .000, we can conclude that the regression model utilizing compensation and placement as predictors is significant in explaining variability in employee performance. This indicates that there is a significant difference in the effects of compensation and placement on employee performance.

Discussion

This discussion aims to analyze the influence of compensation suitability and placement on the performance of employees at the Public Works Office (PU) of Wakatobi Regency.

1. **The Influence of Compensation on Employee Performance**
   Based on the respondents' feedback, the majority expressed agreement with the proposed compensation indicators, such as satisfaction with work facilities, additional compensation, opportunities for education and training, fairness, and work motivation. The most frequently chosen statement was, "The compensation I receive increases my motivation to work better." From these results, it can be concluded that the better the compensation provided, the greater the improvement in employee performance. The results of the multiple linear regression test indicate that the regression coefficient for the compensation variable has a positive relationship with employee performance. This means that as compensation improves, its influence on the performance of employees at the Public Works Office of Wakatobi Regency increases. Conversely, if compensation is low, its impact on employee performance will also be minimal. These findings align with previous research by Nawa and Kempa (2017), which stated that compensation has a significant positive effect on employee performance. Similar results were found in the study by Satedjo (2017), which indicated that increased compensation can enhance employees' motivation and performance.

2. **The Influence of Placement on Employee Performance**
   In response to statements regarding the placement variable, the average respondent generally expressed agreement with the proposed indicators, such as suitability with expertise, utilization of competencies, challenges and development based on interests, effectiveness of placement, workload, and satisfaction. The dominant response was strong agreement with the statement, "I am ready to be placed anywhere." This indicates that, regardless of where employees are placed, the placement does not significantly affect their performance. Based on the results of the multiple linear regression analysis, the regression coefficient for the placement suitability variable does not have a positive relationship with employee performance. This means that no matter where employees are assigned, the placement does not impact the performance of employees at the Public Works Office (PU) of Wakatobi Regency. These findings align with Schuler and Jackson (1997), who state that employee placement involves matching an individual to the position they will hold based on their knowledge, skills, and personality. In human resource management, after selecting employees, the leadership's immediate function should be to place these employees appropriately. Proper placement not only fulfills organizational goals but also meets the desires of employees. This allows employees to understand the scope of their responsibilities, which we hope will enhance their motivation, enthusiasm, and discipline at work. However, this study's results do not support the research conducted

by Atkhan A. Margono and Gunthar Riady (2013), which concluded that job placement has a positive effect and a strong relationship with employee performance.

5. Conclusion

This study aims to examine the impact of compensation suitability and placement on employee performance at the Public Works Office (PU) of Wakatobi Regency. Based on the analysis and discussion of this research, the following conclusions can be drawn regarding each variable's effect on employee performance: (1) There is a significant positive impact of compensation on employee performance at the Public Works Office (PU) of Wakatobi Regency. (2) There is no significant positive impact of placement on employee performance at the Public Works Office (PU) of Wakatobi Regency. The findings suggest that the Public Works Office (PU) of Wakatobi Regency should pay more attention to compensation in terms of facilities and incentives. This is evident from the responses to each indicator. Therefore, the government, particularly the Public Works Office (PU) of Wakatobi Regency, can enhance office facilities and employee incentives in alignment with their work to improve employee performance in the future.

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