

Performance of Health Service Employees of Sukoharjo Regency Reviewed from Competence, Integrity, Work Experience and Job Placement

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ABSTRACT

Performance of Sukoharjo Regency Health Office Employees Reviewed from Competence, Integrity, Work Experience and Job Placement. This study aims to determine and explain the influence of competence, integrity, work experience and job placement on the performance of Sukoharjo Health Office employees. The population of this study was 112 Sukoharjo Health Office employees and saturated samples. Data collection using questionnaires. Data analysis techniques using the Multiple Linear Analysis method. The results of the study showed that competence, integrity, work experience and job placement had a positive and significant effect by contributing to Performance by 87.5% while the remaining 12.5% was explained by other variables not submitted in this study. Suggestions from this study, Sukoharjo Health Office Employees can improve their competence and integrity along with increasing work experience wherever employees are placed so that they can improve performance in the office.

Keywords: Performance, Competence, Integrity, Work Experience, Job Placement, Employees

ABSTRAK

Kinerja Pegawai Dinas Kesehatan Kabupaten Sukoharjo Ditinjau dari Kompetensi, Integritas, Pengalaman Kerja dan Penempatan Kerja. Penelitian ini bertujuan untuk mengetahui dan menjelaskan pengaruh kompetensi, integritas, pengalaman kerja dan penempatan kerja terhadap kinerja pegawai Dinas Kesehatan Sukoharjo. Populasi penelitian ini sebanyak 112 karyawan Dinas Kesehatan Sukoharjo dan sampel jenuh. Pengumpulan data menggunakan kuesioner. Teknik analisis data menggunakan metode *Multiple Linear Analysis*. Hasil penelitian menunjukkan bahwa kompetensi, integritas, pengalaman kerja dan penempatan kerja memiliki efek positif dan signifikan dengan berkontribusi terhadap Kinerja sebesar 87,5% sedangkan sisanya 12,5% dijelaskan oleh variabel lain yang tidak disampaikan dalam penelitian ini. Saran dari penelitian ini, Karyawan Kantor Kesehatan Sukoharjo dapat meningkatkan kompetensi dan integritasnya seiring dengan meningkatkan pengalaman kerja dimana pun karyawan ditempatkan sehingga dapat meningkatkan kinerja di kantor.

Kata kunci: Kinerja, Kompetensi, Integritas, Pengalaman Kerja, Penempatan Kerja, Karyawan

INTRODUCTION

Both government and private organizations need good planning in achieving their goals, by utilizing available resources such as land, capital and Human Resources (HR). Human Resources are an important factor in determining the success of an

organization because human resources are the only resources that have reason, feelings, desires, knowledge and skills.

Employee performance is a fundamental factor for the progress of an institution or organization, because with good employee performance, the organization is able to maintain its existence and support success in achieving the expected goals. Performance as a work achievement which is the result of the implementation of a work plan made by an institution which is carried out by leaders and employees (HR) who work in that institution, both government and companies (business) to achieve organizational goals (Mangasa & Sutopo, 2023). Performance is the result of work that has a strong relationship with the strategic goals of the organization, community satisfaction and provides economic contribution. The work results achieved by employees in an organization to achieve goals based on standardization or measurements and time that are adjusted to the type of work and in accordance with the norms and ethics that have been set (Susanto & Pramono, 2020).

Employee competence is an important part of HR. Organizations need employees with competencies that match the needs of the organization. Competence is a characteristic that underlies a person related to the effectiveness of individual performance that has a causal relationship or as a cause and effect that is used as a benchmark for effective and superior performance in the workplace or in certain situations. Competence is an ability that can be fulfilled in carrying out certain tasks in an organization (Surtiani et al., 2022). Competence describes the knowledge, abilities, and performance standards required in completing a job or position to improve employee performance in the organization so that it must be supported by competencies that shape the work character of employees with good and satisfying work results. (Nanlohy, 2023).

One important aspect that is a concern for government agencies in creating good performance is the integrity aspect, where integrity is an important component in influencing employee performance. Integrity is a quality that underlies public trust and is a benchmark for institutions/organizations in testing all their decisions. So it can be understood that the integrity inherent in employees will be reflected in optimal organizational performance (Mangasa & Sutopo, 2023). Integrity is a quality, attitude, and condition that describes a complete unity, so that it has the potential and ability to radiate authority and honesty. The loss of a sense of integrity in employees causes a decrease in the level of work productivity so that the company's goals are not achieved (Yusuf, 2021).

Work experience plays a very important role in improving Employee Performance. Employees will find it easier and faster to carry out their work or duties, because they have more experience in their work. So this will improve their performance and also improve the company's performance. Work experience is the level of mastery of a person's knowledge and skills in working which seems to be a good basis for estimating employee performance (Irawati et.al., 2022). Work experience is a process experienced by individuals that can form a set of attitudes and

behaviors in carrying out tasks. This concept explains that experience is gained when someone has done an activity with a certain impression or specialty. Work experience is the understanding and mastery of employees observed based on work experience and the understanding and mastery possessed by employees (Hartono & Hartati, 2024).

Placement is the next factor that affects employee performance. Placement as a process of giving tasks and work to employees who pass the selection to be carried out continuously and the authority and responsibility attached to the portion and composition determined and able to account for all risks that may occur for the tasks and work, authority and responsibility. Employee placement is the process of giving tasks and work to workers who pass the selection to be carried out according to the scope that has been determined, and able to account for all risks and possibilities that occur for the tasks and work, authority and responsibility (Wardhani et al., 2023). Employee placement or workers (HR) is a process of filling positions to carry out jobs that have been determined by the organization. Employee placement is something important to consider because it is related to several interests of various organizations, and employee placement as a process or assignment given to new employees and old employees. The placement of employees in work that is in accordance with the abilities or skills possessed by the employees will certainly facilitate or accelerate the development of employee careers in the future (Sahadewa & Rahmawati, 2021).

Human resources are one of the most important components of production because human resources are profitable assets for organizations in the long term. Superior human resources that can be utilized to realize organizational commitments and goals are the dream of every organization, both government and non-government organizations. To achieve optimal employee performance, the organization must be able to create conditions that can encourage and enable employees to develop and improve their abilities and skills optimally. Especially development in the field of management, companies are currently needed to support the provision of quality human resources, so every company or organization must provide education and training for human resources (HR) so that they have good abilities in supporting their work.

The Sukoharjo Regency Health Service is a government agency that provides information and health services needed by the people of Sukoharjo Regency, so the health service is needed to facilitate these needs in accordance with public services, namely all service activities carried out by public service providers as an effort to fulfill the needs of service recipients and the implementation of statutory provisions.

One of the agency's efforts in maintaining employee performance is by paying attention to employee competence, placement, integrity and work experience which are important factors in obtaining optimal work results. Performance is related to the level of absence, work enthusiasm, complaints, or vital problems of the agency. Employees are one of the most important production factors in an agency, without them how difficult it is for the agency to achieve its goals, they are the ones who

determine the progress of an agency, by having skilled workers with high motivation the agency has a very expensive asset, because basically humans are the subject and object of development which is a very important factor, especially improving the quality of human resources is the main priority.

Based on the existing problems, the researcher is interested in conducting further research with the title Performance of Sukoharjo Regency Health Service Employees in terms of Competence, Integrity, Work Experience and Job Placement.

RESEARCH METHODS

This study uses a quantitative approach. The author chose to use a quantitative descriptive method to determine the magnitude of the influence and significance between the variables of competence, integrity, work experience and job placement on employee performance. The study was conducted at the Sukoharjo Regency Health Office located at Jl. Dr. Muwardi No. 66, Mojo, Gayam, Sukoharjo District, Sukoharjo Regency, Central Java 57514, Indonesia. The study was conducted for 3 months.

The population in this study were Civil Servants (PNS) and Government Employees with Work Agreements (PPPK) totaling 112 people.

The sampling technique used in this study is the census technique. The census method is a sampling technique when all members of the population are used as samples. The sample taken in this study was 112 respondents.

The data collection methods used are questionnaires, observations, and documentation. This study uses the classical assumption analysis method, multiple linear regression test, model feasibility test (F test), hypothesis test (t test), and determination coefficient using SPSS 25.

RESULTS AND DISCUSSION

1. Regression Test

Test Multiple Linear Regression

Table 1. Multiple Linear Regression Results

No	Variables	Unstandardized B	Information
1	(Constant)	.669	Positive
2	Competence	.724	Positive
3	Integrity	.307	Positive
4	Work experience	.119	Positive
5	Job Placement	.142	Positive

Source: Primary data processed in 2025

Based on the table above, it can be seen that the regression equation formed is:

$$Y = 0.669 + 0.724 X_1 + 0.307 X_2 + 0.119 X_3 + 0.142 X_4 + 0.142 X_5$$

From this equation it can be explained that:

a. Constant (a)

The constant value is 0.669 shows that the variables Competence, Integrity, Work Experience and Job Placement if the value is 0 then the Performance of Sukoharjo District Health Service Employees has an Employee Performance level of 0.669.

b. Competency Coefficient (β_1)

The value of the Competence coefficient or Competence variable (β_1) is 0.724 with a positive value. This means that every 1-fold increase in Competence, the Performance of Sukoharjo District Health Office Employees will increase by 0.724 assuming other variables are constant.

c. Integrity Coefficient (β_2)

The value of the Integrity coefficient or Integrity variable (β_2) is 0.307 with a positive value. This means that every 1-fold increase in Integrity, the Performance of Sukoharjo Regency Health Service Employees will increase by 0.307 assuming other variables are constant.

d. Work Experience Coefficient (β_3)

The Integrity Value or Work Experience variable (β_3) is 0.119 with a positive value. This means that for every 1-fold increase in Work Experience, the Performance of Sukoharjo District Health Office Employees will increase by 0.119 assuming other variables are constant.

e. Job Placement Coefficient (β_4)

Job Placement Value or Job Placement variable (β_3) is 0.142 with a positive value. This means that every increase in Job Placement by 1 time, the Performance of Sukoharjo Regency Health Service Employees will increase by 0.142 assuming other variables are constant.

2. Model Feasibility Test

Table 2. Model Testing Results

Model	Fcount	Ftable	Sig.	Standard	Information
Regression	194,828	2.45	0,000	0.05	Eligible Model

Source: Primary data processed in 2025

From the results of the model feasibility test, $F_{count} > F_{table}$ of 194.828 > 2.45 was obtained with a significance of 0.000, meaning that this analysis is significant with a significance level of less than 0.05, so H_0 is rejected and H_a is accepted. In other words, there is an intermediate influence Competence, Integrity, Work Experience and Job Placements simultaneously and significantly on the Performance of Sukoharjo District Health Service Employees and meets the feasibility test for the model.

3. Hypothesis Testing

Table 3. Hypothesis Testing Results

Hypothesis	t count	t table	Sig.	Standard	Information
H1	6,374	>1,983	.000	0.05	Ha Accepted
H2	3,867	>1,983	.000	0.05	Ha Accepted
H3	3,807	>1,983	.021	0.05	Ha Accepted
H4	2.175	>1,983	.032	0.05	Ha Accepted

Source: Primary data processed in 2025

Based on the results of the t-test in the table above, it can be explained in a hypothesis in the following form:

- a. The Influence of Competence on the Performance of Health Service Employees in Sukoharjo Regency

Competency variables have values $t\ count > t\ table$ ($6,374 > 1,983$) and significance $0.000 < 0.05$ then H_0 is rejected and H_a accepted. It can be concluded that there is a positive and significant influence of Competence on the Performance of Health Service Employees of Sukoharjo Regency.

- b. The Influence of Integrity on the Performance of Health Service Employees in Sukoharjo Regency

The Integrity variable has a value $t\ count > t\ table$ ($3.867 > 1.983$) and significance $0.000 > 0.05$ then H_0 is rejected and H_a accepted. It can be concluded that there is a positive and significant influence of Integrity on the Performance of Health Service Employees of Sukoharjo Regency.

- c. The Influence of Work Experience on the Performance of Health Service Employees in Sukoharjo Regency

The Work Experience variable has a value $t\ count > t\ table$ ($3,807 > 1,983$) and significance $0.021 < 0.05$ then H_0 is rejected and H_a accepted. It can be concluded that there is a positive and significant influence of Work Experience on the Performance of Health Service Employees of Sukoharjo Regency.

- d. The Influence of Job Placement on the Performance of Health Service Employees in Sukoharjo Regency

Job Placement Variable has a value $t\ count > t\ table$ ($2,175 > 1,983$) and significance $0.032 < 0.05$ then H_0 is rejected and H_a accepted. It can be concluded that there is a positive and significant influence of Job Placement on the Performance of Health Service Employees of Sukoharjo Regency.

4. Coefficient of Determination Test (R²)

Table 4. Determination Coefficient Results

Model	R	R Square	Adjusted R Square	Information
1	.938a	.879	.875	Eligible Model

Source: Primary data processed in 2025

Based on the calculation results, the adjusted R square value is 0.875. This means that the variables Competence, Integrity, Work Experience and Job Placement contribute to the Performance of Sukoharjo Regency Health Service Employees by 87.5%, while the remaining 12.5% is explained by other variables not proposed in this study.

Discussion

1. The Influence of Competence on the Performance of Health Service Employees in Sukoharjo Regency

Based on the tests presented in Table 4, it shows Competence has a calculated t value $>$ t table ($6.374 > 1.983$) and a significance of $0.000 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that Competence has a positive and significant effect on the Performance of Health Service Employees of Sukoharjo Regency.

The results of the study on Competence have a positive and significant effect on the Performance of Employees at the Sukoharjo Regency Health Service in line with the research of Surtiani et al. (2022) and Nanlohy (2023) which show that leadership has a positive effect on employee performance.

Employees of the Sukoharjo Health Service who have adequate work competencies tend to have good abilities in carrying out work and have the skills to be able to complete work based on work targets given by the company. This can provide work enthusiasm within the employees of the Sukoharjo Health Service to continue to advance in carrying out work that can improve performance within the company. Employees who do not have high competence tend not to have the ability to work. Where employees do not fully have the skills to complete the work, so that they provide poor performance in the office, even though employees have knowledge about the work but are not balanced with the skills they have, the work will be difficult to achieve the specified work targets so that the results achieved will be less than optimal.

2. The Influence of Integrity on the Performance of Health Service Employees in Sukoharjo Regency

Based on the tests presented in Table 4, it shows Integrity has a calculated t value $>$ t table ($3.867 > 1.983$) and a significance of $0.000 > 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that Integrity has a positive and significant effect on the Performance of Health Service Employees of Sukoharjo Regency.

The results of the study on Integrity have a positive and significant effect on the Performance of Employees of the Sukoharjo Regency Health Service in line with the research of Mangasa & Sutopo (2023) and Amelia (2022). where integrity has a significant positive influence on employee performance.

The integrity of the Sukoharjo Health Service employees is quite high and is often associated with honesty, trustworthiness, responsibility, loyalty, and self-control. All of these are good qualities that can and should be possessed by someone. Such qualities are becoming increasingly urgent in a leader. The head of the Sukoharjo Health Service office becomes a very strategic leader in the journey of an organization, especially in the development of public health in Sukoharjo Regency because a leader who does not have integrity will damage the journey of the organization. which he leads, and that means a big loss for the agency and for anyone involved in it who ultimately cannot achieve the goals or programs that have been planned.

3. The Influence of Work Experience on the Performance of Health Service Employees of Sukoharjo Regency.

Based on the tests presented in Table 4, it shows Work Experience has a calculated t value $>$ t table ($3.807 > 1.983$) and a significance of $0.021 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that Work Experience has a positive and significant effect on the Performance of Health Service Employees of Sukoharjo Regency.

Research on Work Experience on the Performance of Health Service Employees of Sukoharjo Regency. has a significant influence in line with research by Hartono & Hartati (2024) and Yunus & Rochdiningrum (2023) which shows a significant influence of Work Experience on Employee performance.

The ability of Sukoharjo Health Service employees can be said to be quite even, although in working there are differences between employees who have worked for a long time and employees who have not worked for a long time. Employees who have not worked for a long time have knowledge and skills that are not far behind employees who have more work experience. Employees who have not worked for a long time do not seem to have difficulty because their ability to work is in accordance with their knowledge and educational background, resulting in their performance being quite good.

4. The Influence of Job Placement on the Performance of Health Service Employees in Sukoharjo Regency

Based on the test presented in Table 4, it shows that Job Placement has a calculated t value $>$ t table ($2.175 > 1.983$) and a significance of $0.032 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that Job Placement has a positive and significant effect on the Performance of Health Service Employees of Sukoharjo Regency.

The results of the study on Job Placement on the Performance of Sukoharjo Regency Health Service Employees have a positive and significant impact in line with research by Susanto & Pramono (2020) and Sahadewa & Rahmawati (2021) which states that in The results of the study show that job placement has a significant influence on employee performance.

Employees of the Sukoharjo District Health Service have currently been placed according to their needs and especially according to their educational background so that their performance can be optimal when providing health services to the community in Sukoharjo.

CONCLUSION AND SUGGESTIONS

Based on the results of research on the performance of Sukoharjo Regency Health Service employees in terms of competence, integrity, work experience and job placement, it can be concluded that competence, integrity, work experience, and job placement have a positive and significant effect on the performance of Sukoharjo Regency Health Service employees. From the results of the analysis that has been carried out, the suggestions that can be put forward are that the Sukoharjo Regency Health Office can increase employee awareness in improving competence and integrity according to their respective professions in daily work by maintaining the existing good conditions and trying to improve them.

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