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Analysis of Employee Placement, Professionalism and Its Influence on Employee Performance at Class II B Rumbai Narcotics Prison

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Abstract: This study aims to analyze the influence of job placement and professionalism on the performance of employees at the Class II B Rumbai Narcotics Correctional Institution (Lapas) both partially and simultaneously, as well as the dominant variables influencing employee performance. The background of this study is based on the importance of improving the quality of employee performance in order to support the achievement of organizational goals, especially in correctional institutions that have high complexity of tasks and responsibilities. This research is quantitative and uses a survey method. Data were obtained by distributing questionnaires to employees of the Class II B Rumbai Narcotics Prison. Data analysis used multiple linear regression with partial (t) and simultaneous (F) tests, as well as the coefficient of determination (R^2) test. The results of the study show that: (1) job placement has a positive and significant effect on employee performance, (2) professionalism has a positive and significant effect on employee performance, (3) simultaneously job placement and professionalism have a significant effect on employee performance, and (4) professionalism has a more dominant effect than job placement. The coefficient of determination (Adjusted R^2) is 0.703, which means that 70.3% of the variation in employee performance can be explained by job placement and professionalism, while the remaining 29.7% is influenced by other factors not examined in this study. The implications of this research emphasize the importance of a competency-based employee placement strategy and the strengthening of professionalism through training, integrity development, and ongoing performance monitoring. Thus, efforts to improve the performance of employees at the Class II B Rumbai Narcotics Prison can be optimally achieved.

Keywords: Job Placement, Professionalism, Employee Performance

INTRODUCTION

Human resources are a strategic factor that determines an organization's success in achieving its stated goals. In public sector organizations, the quality of human resources not

only influences the effectiveness of governmental tasks but also the quality of public services provided to the public. Therefore, professional human resource management is a crucial factor in improving the performance of public sector organizations (Armstrong & Taylor, 2020; Dessler, 2020). Employee performance in government organizations reflects an individual's ability to carry out duties and responsibilities in accordance with established organizational standards (Robbins & Judge, 2022).

In the context of public administration in Indonesia, the management of the state civil service is regulated by Law Number 5 of 2014 concerning the State Civil Service, which emphasizes the application of a merit system in employee management. The merit system is a human resource management policy based on qualifications, competencies, and performance in a fair and objective manner without discrimination (National Civil Service Agency, 2021). The implementation of the merit system aims to ensure that each employee is placed in a position appropriate to their competencies, thereby improving the effectiveness of organizational work and the quality of public services (Sedarmayanti, 2019).

One important aspect of human resource management is employee placement. Employee placement is the process of placing employees in positions that align with their abilities, skills, and educational backgrounds so that employees can perform optimally in carrying out organizational tasks (Mathis, Jackson, & Valentine, 2019). Appropriate employee placement will create a match between employee competencies and job demands, thereby increasing work effectiveness and organizational productivity (Mondy & Martocchio, 2019). Conversely, employee placement that does not align with competencies can lead to low employee performance and a decline in the quality of organizational services.

In addition to employee placement, professionalism is also a crucial factor influencing employee performance in public sector organizations. Professionalism reflects an individual's ability to perform tasks competently and responsibly, while upholding professional ethical standards (Robbins & Judge, 2022). Employees with a high level of professionalism tend to have a strong work commitment and are able to work effectively in achieving organizational goals (Armstrong & Taylor, 2020). In public organizations, the professionalism of the apparatus is a crucial indicator of good governance (Dwiyanto, 2021).

Correctional Institutions (Lapas) are public sector organizations that play a crucial role in Indonesia's criminal justice system. Their primary responsibility is to provide guidance to inmates so they can return to being productive members of society after serving their sentences. Law No. 12 of 1995 concerning Corrections explains that the correctional system is a system of guidance aimed at helping inmates recognize their mistakes, improve themselves, and prevent repeat offenses. As crime issues, particularly drug offenses, become increasingly complex, correctional institutions face a variety of challenges. One of the main challenges is the increasing number of inmates they must care for. This situation demands effective human resource management to ensure that correctional staff are able to optimally carry out their guidance and supervision duties (Sutrisno, 2020).

The Class II B Rumbai Narcotics Prison is a correctional institution focused on the rehabilitation of drug inmates. The complexity of the narcotics problem in Indonesia presents significant challenges in carrying out its role of rehabilitation and supervision of inmates. Based on the performance report of the Class II B Rumbai Narcotics Prison for the 2020–2024 period, the organization's performance shows quite positive progress. Inmate participation in the rehabilitation program increased from 72 percent in 2020 to 88 percent in 2024. Furthermore, the number of security disturbances decreased from eight cases in 2020 to three cases in 2024. The public satisfaction index for the services provided by the institution also showed an increase.

However, improving organizational performance is not without challenges in human resource management, particularly regarding employee placement and work professionalism.

Initial observations indicate that several employees are still being placed in positions that do not fully align with their educational backgrounds and competencies. This situation has the potential to impact the effectiveness of task execution and the quality of organizational services. Furthermore, employee professionalism also presents a challenge in carrying out duties within correctional institutions. High workloads, limited staff, and the complexity of prisoner development tasks can impact the level of professionalism of employees in carrying out their duties. This situation suggests that improving employee professionalism is a crucial factor in improving the performance of correctional organizations.

Several previous studies have shown that job placement influences employee performance. Research conducted by Putra (2019) demonstrated that job placement significantly impacts employee performance in public sector organizations. Another study by Sari (2021) also found that employee professionalism positively impacts employee performance. However, several other studies have shown different results. Research conducted by Rahman (2020) found that job placement does not always have a direct impact on employee performance because it is influenced by other factors such as work motivation and job satisfaction. Furthermore, research conducted by Hidayat (2020) shows that employee professionalism is not always the dominant factor in improving organizational performance due to the influence of other variables such as leadership and organizational culture.

The discrepancies in these research findings indicate a research gap regarding the relationship between job placement, professionalism, and employee performance. Furthermore, most previous research has been conducted on government agencies in general, while research specifically examining these factors in the context of correctional institutions is relatively limited. This is despite correctional institutions having distinct organizational characteristics from other government agencies due to their security, inmate development, and high task complexity.

Based on the empirical phenomena and research gaps, this study aims to analyze the influence of employee placement evaluation and professionalism on employee performance at the Class II B Rumbai Narcotics Prison. This study is expected to provide theoretical contributions to the development of public sector human resource management studies and provide practical recommendations for human resource management in correctional institutions to improve employee performance and the quality of public services.

Therefore, the research problem formulation is as follows:

1) How does employee placement evaluation affect employee performance?
2) How does employee professionalism affect employee performance?
3) How do employee placement evaluation and employee professionalism affect employee performance?
4) What factors predominantly influence employee performance?

METHOD

This research uses a quantitative approach with a survey research design. A quantitative approach is used to objectively analyze the relationships between research variables through numerical data processing. A quantitative research design allows researchers to identify causal relationships between the variables studied and empirically test research hypotheses. A research design is a systematic plan used to answer research questions and effectively achieve research objectives. This research was conducted at the Class II B Rumbai Narcotics Penitentiary. The population in this study was all 58 employees at the institution. Given the relatively small population, the sampling technique used was census (total sampling), meaning all members of the population were used as the research sample. Thus, the number of respondents in this study was 58 employees.

Data collection techniques in this study were carried out through several methods, namely interviews, questionnaires, observation, and documentation. Interviews were conducted to obtain information regarding the research variables directly from respondents. A questionnaire was used as the main research instrument, compiled based on the indicators of each research variable, namely employee placement, professionalism, and employee performance. The questionnaire used a five-level Likert scale of answers: strongly agree, agree, undecided, disagree, and strongly disagree. Observations were conducted through direct observation of employee work activities at the research location, while documentation was used to obtain secondary data related to the research.

The data obtained were analyzed using statistical analysis techniques with the aid of statistical software. Data analysis was conducted through several stages, namely validity testing, reliability testing, multiple linear regression analysis, t-test, F-test, and coefficient of determination. Validity testing was used to determine the extent to which the research instrument was able to measure the variables studied, while reliability testing was used to test the consistency of the research instrument. Multiple linear regression analysis was used to determine the effect of the independent variables on the dependent variable.

The regression equation in this study is formulated as follows:

$$Y= \alpha+\beta1X1+ \beta2X2+e$$

Information:
Y= Employee Performance; X1= Employee Placement; X2 = Work Professionalism; α= Constant
β1& β2= Regression Coefficient; e= *Error Term*

Furthermore, the t-test is used to determine the effect of each independent variable on the dependent variable partially, while the F-test is used to determine the effect of the independent variables simultaneously on the dependent variable. The coefficient of determination (R^2) is used to determine the extent of the contribution of the independent variables in explaining the dependent variable in this study.

RESULTS AND DISCUSSION

Results

1. Employee Performance

Employee performance is the work results achieved by employees in carrying out assigned tasks in accordance with their responsibilities. Performance is usually measured based on quality, quantity, timeliness, effectiveness, and the ability to work together within the organization. Employee performance is a key indicator of organizational success because organizational success is largely determined by the contribution of its human resources (Mangkunegara, 2017). Employee performance is influenced not only by individual abilities, but also by various organizational factors such as job placement, professionalism, motivation, competence, and the work environment. Employees placed in positions that match their competencies tend to have higher productivity compared to employees who do not match their competencies. In addition, the professionalism of the apparatus is also an important factor in improving the quality of public services and organizational effectiveness.

Recent research shows that public sector employee performance is influenced by various human resource management factors, such as competence, professionalism, and appropriate job placement. Several studies have shown that job placement that aligns with employee competencies can improve work productivity and the quality of public services (Adrian K Tarigan, et al., 2023). Furthermore, human resource quality and competency also have a positive influence on employee performance in government organizations. Research shows that

improving human resource quality, appropriate job placement, and employee competency significantly impact employee performance in government agencies. (Lidya Tomasoa, et al., 2024).

2. Employee Placement

Employee placement is the process of placing employees in positions that align with their competencies, skills, and experience. Proper employee placement will positively impact organizational performance, enabling employees to perform optimally in accordance with their abilities. From a human resource management perspective, the primary principle of employee placement is the right person in the right place. This principle emphasizes that the match between employee abilities and job demands is crucial to organizational success.

Empirical research shows that job placement has a significant impact on employee performance. Employees placed according to their education, skills, and work experience will have better work quality, quantity, and punctuality compared to employees whose competencies are not matched (Adrian K Tarigan, et al., 2023). Furthermore, other research shows that effective job placement is a crucial factor in improving employee performance in both government and private sector organizations (Syafaruddin, 2024).

3. Work Professionalism

Professionalism is the attitude and behavior of a person in carrying out work competently and responsibly, while upholding professional ethics. Professionalism among government officials is crucial for improving the quality of public services and organizational effectiveness. Professionalism reflects the ability of officials to carry out their duties effectively and efficiently, while orienting themselves toward the public interest. Professional officials possess adequate competence, high work discipline, and commitment to the organization. Research shows that professionalism significantly impacts the performance of public sector employees. High levels of professionalism can improve the quality of public services and enhance overall organizational performance. Furthermore, increasing professionalism among officials also plays a role in creating an effective and accountable bureaucracy in government administration.

4. Previous Research

Many researchers have previously conducted research on the factors influencing employee performance, particularly those related to employee placement and the professionalism of personnel within organizations. These studies demonstrate that effective human resource management plays a crucial role in improving employee performance. Research conducted by Srimulatsih (2023) indicates that job placement has a significant impact on employee performance. Her research explains that matching employee abilities to job positions can increase work productivity and the effectiveness of task execution within an organization. Employees placed according to their competencies tend to perform better than those whose work is not aligned with their field.

Another study conducted by Yulihardi (2023) showed that the professionalism of civil servants has a positive influence on employee performance. The study found that a high level of employee professionalism will improve the quality of public services and increase the effectiveness of government organizations. This professionalism includes work competence, responsibility, integrity, and the ability to carry out tasks professionally. Furthermore, research conducted by Sitepu (2024) showed that employee professionalism and competence have an influence on improving employee performance within organizations. The results of this study indicate that employees with high competence and good professionalism will be able to complete their work more effectively and efficiently, thereby improving employee performance.

Research conducted by Hehanussa (2024) also shows that professionalism has a significant influence on employee performance in public sector organizations. The results of this study indicate that the professionalism of government officials is closely related to the employee's ability to carry out their duties responsibly and provide quality services to the public. Research conducted by Hasibuan (2023) shows that professionalism has a positive influence on employee performance in organizations. The results of this study explain that employees with high professionalism tend to have a greater work commitment and are able to improve the quality of organizational performance.

Research conducted by Nugroho and Mulyana (2023) shows that job placement has a significant influence on employee performance. The study found that matching employee competencies with job demands can increase employee effectiveness and improve overall organizational performance. Another study conducted by Walmi (2024) shows that human resource management factors such as job placement, competency, and the work environment influence employee performance. This study explains that appropriate job placement can increase employee motivation and productivity in carrying out their duties.

Research conducted by Saifullah, Kuswandi, and Rahayu (2024) shows that professionalism and work discipline influence employee performance. This research indicates that professionalism of the apparatus is a crucial factor in improving employee performance within an organization. Research conducted by Pane (2025) shows that competence and job placement have a positive influence on employee performance. The results of this study indicate that the match between employee competence and the job will increase work productivity and the quality of organizational services. Furthermore, research conducted by Priyanti (2025) shows that job placement influences employee performance. This study explains that appropriate job placement can increase employee work effectiveness because employees can work according to their abilities and skills. Based on various previous studies, it can be concluded that employee placement and professionalism are important factors that can influence employee performance within an organization. However, most previous studies only examined the effect of employee placement or professionalism separately on employee performance. Therefore, this study was conducted to examine the simultaneous influence of employee placement and professionalism on employee performance.

Although various studies have examined the factors influencing employee performance, most have only examined the effect of employee placement or professionalism separately on employee performance. Research examining the simultaneous influence of both variables on employee performance in public sector organizations is still limited. Therefore, this study was conducted to analyze the simultaneous influence of employee placement and professionalism on employee performance.

5. Framework of Thought

Based on human resource management theory and previous research, it can be concluded that employee placement and professionalism are factors that can influence employee performance. Appropriate employee placement will enable employees to work according to their competencies, thereby increasing work effectiveness. Meanwhile, professionalism reflects an employee's ability and attitude to carry out their work competently and responsibly. Therefore, employee placement and professionalism are thought to influence employee performance.

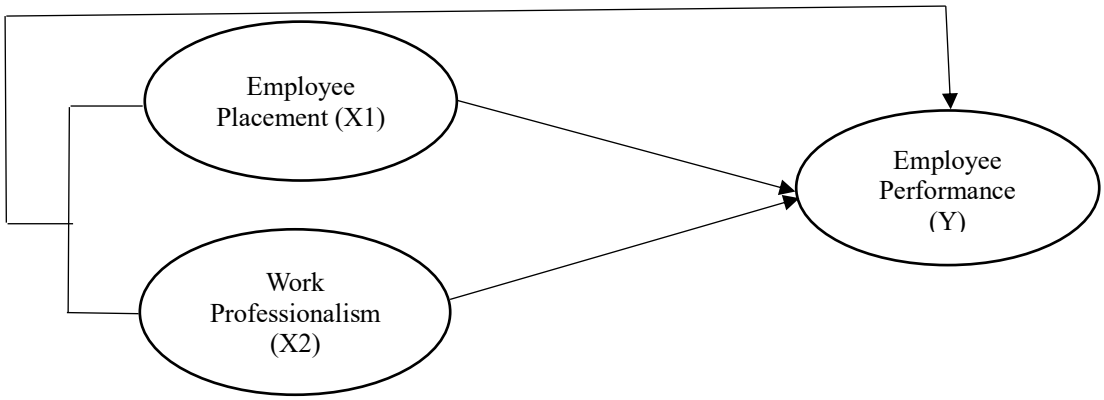

Figure 1. Framework of Thought

6. Hypothesis

Based on the theoretical framework and previous research, the research hypothesis is: 1) Employee placement has a positive and significant impact on employee performance; 2) Work professionalism has a positive and significant influence on employee performance; 3) Employee placement and work professionalism simultaneously have a significant influence on employee performance.

This research was conducted on 58 employees of the Class II B Rumbai Narcotics Penitentiary. The Class II B Rumbai Narcotics Penitentiary is a Technical Implementation Unit under the Ministry of Immigration and Corrections of the Republic of Indonesia, which provides guidance, supervision, rehabilitation, and social reintegration for drug convicts. Based on the results of data processing, it is known that the majority of respondents were male (77.6%), while women were 22.4%. Therefore, it can be said that most respondents were of productive age. Based on education level, the majority of respondents had a bachelor's degree (53.4%), followed by high school/equivalent (20.7%), Diploma III (15.5%), and Master's (10.3%). In terms of length of service, most respondents had more than 15 years of work experience (58.6%), indicating that employees have considerable experience in carrying out correctional duties. Meanwhile, based on position, the majority of respondents were implementing staff (65.5%), who were directly involved in correctional operational activities. Then the results of the descriptive statistical analysis of the research variables obtained a summary as follows:

Table 1. Summary of Descriptive Statistical Analysis Results Based on Respondents' Responses

No	Variables	Number of Indicators	Average Value	Criteria
1	Employee Performance	14	3,74	Good
2	Job Placement	12	3,70	Good
3	Work Professionalism	12	3,66	Good

Source: Data Processing Results

The descriptive analysis results show that the employee performance variable obtained an average score of 3.74, which is in the good category. This indicates that, in general, employees have been able to carry out their duties and responsibilities quite optimally. The indicator with the highest score was the aspect of employee knowledge in carrying out tasks, while the lowest score was the aspect of the ability to provide direction to coworkers and work environment support.

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while the lowest score was the aspect of the ability to provide direction to coworkers and work environment support.

Table 2. Validity and Reliability Test Results

No	Variabel	Number of Indicators		Alpha Cronbach	Criteria
		Valid	Invalid		
1	Employee Performance	14	0	0,881	Reliable
2	Job Placement	12	0	0,894	Reliable
3	Work Professionalism	12	0	0,906	Reliable

Source: Data Processing Results

The validity test results show that all statement items in the research variables have a calculated r value greater than the r table (0.279) with a significance value of less than 0.05 so that all items are declared valid. Meanwhile, the reliability test results show a Cronbach's Alpha value of 0.881 for the employee performance variable, 0.894 for the job placement variable, and 0.906 for the professionalism variable. All of these values are greater than 0.70 so that the research instrument is declared reliable and suitable for use in research. Furthermore, the results of the classical assumption test are obtained as follows:

a. Normality Test Results

Normality testing was carried out using a normal probability plot curve (P-P Plot) and the results obtained were as in Figure 2.

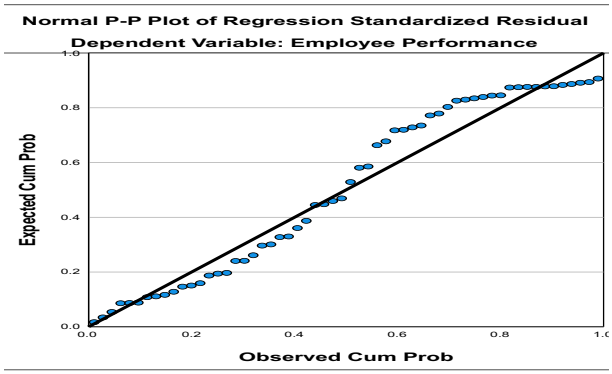

Figure 2. Normality Test Results
Source: Data Processing Results

Based on the P-P plot in the image above, it can be seen that the data points are spread around the diagonal line and follow the direction of the diagonal line. This distribution pattern indicates no significant deviation from the normality line. Thus, it can be concluded that the residual data in this study is normally distributed. This means that the assumption of normality is met, making the regression model suitable for further hypothesis testing.

b. Multicollinearity Test Results

The results of the multicollinearity test can be seen in Table 3

Table 3. Multicollinearity Test Results

No	Variables	VIF	Tolerance	Information
1	Job Placement	1,208	0,828	Multicollinearity assumption is met
2	Work Professionalism	1,208	0,828	

Source: Data Processing Results

Based on the results of the multicollinearity test, it was found that the job placement and work professionalism variables each had a VIF value of 1.208 with a Tolerance value of 0.828. These values met the criteria, namely VIF <10 and Tolerance >0.10. Thus, it can be concluded that both variables are free from multicollinearity problems, so the regression model used is suitable for further analysis.

c. Heteroscedasticity Test Results

One way to test for heteroscedasticity is by using a scatterplot graph test, and the following results are obtained:

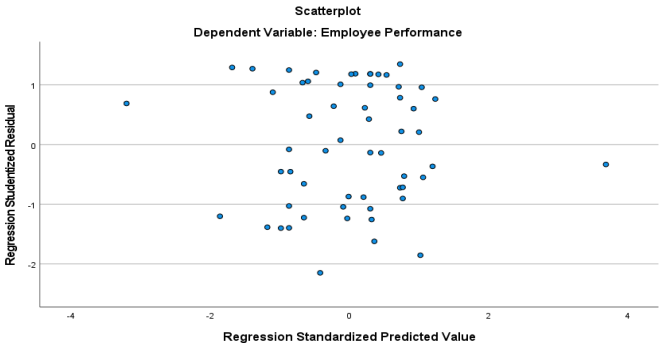

Figure 3: Heteroscedasticity Test Results
Source: Data Processing Results

The results of data processing indicate that heteroscedasticity testing was conducted using the scatterplot method, where the studentized residual values were plotted against the predicted regression values. The results of scatterplot 2 above show that the residual points are randomly distributed around the horizontal axis (zero value) and do not form a specific pattern, whether conical, diffuse, or wavy, thus the model is said to be free from heteroscedasticity.

Next, hypothesis testing was carried out and the following results were obtained:

Table 4. Summary of Multiple Linear Regression Results and Hypothesis Test Results

Variables	Coefficient	t-test	Significance	Conclusion
Constants	63,881	-	-	-
Job Placement (X1)	0,518	3,363	0,002	Significant
Work Professionalism (X2)	0,535	3,429	0,001	Significant
F-test = 5,626	Sig. = 0,002	α = 0,05	R=0,847	AdjR^2=0,703

Source: Data Processing Results

From the above, it can be seen that the significance value of the job placement variable is lower than alpha, namely 0.002 <0.05, so the first hypothesis is accepted at a 95% confidence level. This means that job placement is indeed a determining factor in whether or not employee performance is good. Then, the significance value of the calculated t is also lower than alpha, namely 0.001 <0.05, thus the second hypothesis is accepted at a 95% confidence level. This means that the work professionalism factor is indeed a determining factor in whether or not employee performance is good. Then, simultaneous hypothesis testing was carried out, and it was found that the significance value of the calculated F is lower than alpha, namely 0.002 <0.05, so the third hypothesis in this study is accepted at a 95% confidence level. It can be said that it is true that the variables of job placement and work professionalism simultaneously have a significant effect on whether or not employee performance is good.

The correlation coefficient (R) value of 0.847 indicates that the relationship between job placement and professionalism with employee performance is included in the very strong category. Meanwhile, the Adjusted R^2 value of 0.703 indicates that 70.3% of employee

performance is influenced by job placement and professionalism, while the remaining 29.7% is influenced by other factors outside the research model, such as work motivation, leadership, work environment, and organizational systems.

Discussion

1. The Influence of Job Placement on Employee Performance

The results of the study indicate that job placement has a positive and significant effect on employee performance at the Class II B Rumbai Narcotics Prison. This indicates that the more appropriate the employee placement is in accordance with their educational background, work experience, and skills, the higher the level of employee performance in carrying out correctional duties. From a human resource management perspective, job placement is the process of assigning employees to positions that match their abilities and competencies. The basic principle used is the right man on the right place, which is placing employees in the right job positions so they can work optimally. According to Hasibuan (2019), appropriate job placement can increase work productivity because employees can carry out tasks according to their competencies.

The results of this study align with the person-job fit theory proposed by Robbins and Judge (2019), which states that the match between individual abilities and job demands is a crucial factor in improving organizational effectiveness. When employees are placed in positions that align with their competencies, they will more easily understand tasks, complete work efficiently, and produce better performance. These research findings are also supported by various empirical studies. Research conducted by Setiawan (2019) shows that competency-based job placement has a positive influence on employee performance in local government agencies. Similarly, research by Nuryanti (2020) found that appropriate employee placement can increase employee productivity and job satisfaction.

Furthermore, research by Fitriani (2021) shows that job placement that aligns with employee competencies can improve organizational effectiveness because employees are able to carry out tasks in accordance with their areas of expertise. Another study by Srimulatsih (2023) also found that job placement has a significant impact on employee performance because the match between employee abilities and the job will improve the quality of work results. However, the results of this study also indicate that although job placement is considered good, there are still several aspects that need improvement, particularly related to skill development through assignments. This indicates that organizations need not only pay attention to the appropriateness of employee placement but also need to provide opportunities for competency development through training, job rotation, and more challenging assignments. Thus, appropriate job placement serves not only as a mechanism for distributing employees within the organization but also as an important strategy in improving employee performance and the effectiveness of correctional organizations.

2. The Influence of Professionalism on Employee Performance

The results of the study indicate that professionalism has a positive and significant effect on employee performance at the Class II B Rumbai Narcotics Prison. This indicates that the higher the level of employee professionalism, the higher the level of performance produced. Professionalism is the attitude and behavior of employees in carrying out work based on competence, integrity, and responsibility in accordance with applicable professional standards. In public sector organizations, apparatus professionalism plays a crucial role in improving the quality of public services and organizational effectiveness.

According to Sedarmayanti (2018), the professionalism of government officials is characterized by technical skills, commitment to the organization, work discipline, and integrity in carrying out their duties. Professional officials will be able to carry out their duties

effectively and efficiently, while providing quality services to the public. The results of this study align with the competency theory proposed by Spencer and Spencer (1993), which states that employee performance is influenced by core competencies, which include knowledge, skills, and work attitudes. Employee professionalism reflects an individual's ability to integrate these various competencies into their daily tasks.

The findings of this study are also supported by various previous empirical studies. Research conducted by Yulihardi (2023) shows that the professionalism of civil servants has a significant influence on employee performance in government organizations. This study indicates that civil servants with high professionalism are able to provide more effective services to the public. Another study conducted by Sitepu (2024) shows that employee professionalism and competence have a positive influence on employee performance in public sector organizations. The results of this study indicate that employees with high professionalism tend to have better performance because they are able to carry out their duties more responsibly.

Furthermore, Hehanussa's (2024) research shows that the professionalism of government officials is an important factor in improving employee performance because professionalism reflects the quality of work, responsibility, and employee commitment to the organization. However, the results of this study also indicate that work facilities and infrastructure remain an obstacle to improving employee professionalism. This indicates that employee professionalism is influenced not only by individual abilities but also by organizational support such as work facilities, technology, and effective management systems. Therefore, improving employee professionalism can be achieved not only through improving individual competencies but also through improving organizational professions that support professional task implementation.

3. The Influence of Job Placement and Professionalism on Employee Performance

The results of the study indicate that job placement and professionalism simultaneously have a significant effect on employee performance at the Class II B Rumbai Narcotics Prison. This indicates that both variables are important factors in improving employee performance in correctional organizations. The correlation coefficient value of 0.847 indicates that the relationship between job placement and professionalism with employee performance is included in the very strong category. Meanwhile, the Adjusted R^2 value of 0.703 indicates that 70.3% of employee performance is influenced by job placement and professionalism, while the remainder is influenced by other factors such as work motivation, leadership, work environment, and organizational systems.

These findings demonstrate that effective human resource management is crucial for improving employee performance. Organizations need to ensure that employees are placed according to their competencies and demonstrate a high level of professionalism in carrying out their duties. In the context of correctional institutions, employee performance is crucial because it is related to the implementation of the functions of coaching, supervision, and rehabilitation of inmates. Therefore, improving employee performance through appropriate job placement and strengthening the professionalism of the apparatus is a crucial strategy for improving the quality of correctional services.

CONCLUSION

Based on the results of data analysis and hypothesis testing, it can be concluded that:

1. Job placement has a positive and significant impact on employee performance. This indicates that matching educational background, competencies, and work experience to job positions can increase the effectiveness of task execution and employee productivity within an organization.
2. Furthermore, professionalism has been shown to have a positive and significant impact on employee performance. Employees who demonstrate integrity, work discipline, and the

ability to perform tasks according to operational standards will make a greater contribution to achieving organizational goals. These findings demonstrate that professionalism is a crucial factor in improving the quality of employee performance in correctional institutions.

3. Simultaneously, job placement and professionalism significantly influence employee performance. This indicates that improved employee performance is influenced not only by the suitability of job placement, but also by the level of professionalism employees demonstrate in carrying out their duties. Therefore, effective human resource management through an appropriate job placement system and strengthening the professionalism of staff are crucial factors in improving employee performance.
4. The research results also show that professionalism has a more dominant influence on employee performance than job placement. This indicates that internal employee factors such as work ethic, responsibility, integrity, and competence play a greater role in determining the quality of employee performance. Therefore, organizations need to pay greater attention to developing employee professionalism through training, coaching, and continuous competency improvement to support overall organizational performance improvement.

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