

Professional Management of Human Resources on Employee Performance: A Case Study at PT. Pos Indonesia

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ABSTRACT: *Human resource management is a process for dealing with various problems within the scope of work in order to support the activities of an organization or company in order to achieve predetermined goals. Humans are one of the important elements in an organization, because humans are the driving force and determining the running of an organization. The elements of human resource management are individuals who are workers in the company. Thus, the focus studied by human resources is on issues affecting the human workforce. This research is included in the category of causal associative research using a quantitative approach. The results of this study are (1) Placement has a positive effect on the performance of the employe of PT. Pos Indonesia (Persero) Sleman Branch. (2) Workload has a negative effect on the performance of the employees of PT. Pos Indonesia (Persero) Sleman Branch. (3) Compensation has a positive effect on the performance of employees of PT. Pos Indonesia (Persero) Sleman Branch.*

Manajemen sumber daya manusia adalah suatu proses untuk menghadapi berbagai masalah dalam lingkup pekerjaan guna mendukung kegiatan suatu organisasi atau perusahaan dalam rangka mencapai tujuan yang telah ditentukan. Manusia merupakan salah satu elemen penting dalam suatu organisasi, karena manusia merupakan penggerak dan penentu berjalannya suatu organisasi. Unsur-unsur manajemen sumber daya manusia adalah individu-individu yang menjadi pekerja di perusahaan. Dengan demikian, fokus yang dipelajari oleh sumber daya manusia adalah pada isu-isu yang mempengaruhi tenaga kerja manusia. Penelitian ini termasuk dalam kategori penelitian asosiatif kausal dengan menggunakan pendekatan kuantitatif. Hasil penelitian ini adalah (1) Penempatan berpengaruh positif terhadap kinerja karyawan PT. Pos Indonesia (Persero) Cabang Sleman. (2) Beban kerja berpengaruh negatif terhadap kinerja karyawan PT. Pos Indonesia (Persero) Cabang Sleman. (3) Kompensasi berpengaruh positif terhadap kinerja karyawan PT. Pos Indonesia (Persero) Cabang Sleman.

Keywords: *Job Placement, Workload, Compensation, Employe Performa.*

I. INTRODUCTION

Human resource management is a process to deal with various problems within the scope of work to support the activities of an organization or company to achieve predetermined goals (Niliani, 2019). Humans are one of the essential elements in an organization because humans are the movers and determinants of the course of an organization. Elements of human resource management are individuals who are workers in the company. Thus, the focus studied by human resources is on issues that affect human labour (Hartono, 2019).

Based on initial interviews conducted with the General Admin (MS) of the General Section of PT Pos Indonesia (Persero) Sleman branch and employees, it is known that the factors that affect the decline in employee performance are caused by, among others, inappropriate work placement, compensation is a too low, workload that is too low. Too high, low employee self-confidence, the motivation that cannot lift employee morale, monotonous work environment, and organizational culture. Of these factors, work placement, compensation and workload are the main factors influencing employee performance.

PT. Pos Indonesia (Persero) is a *Badan Usaha Milik Negara / BUMN* (State-Owned Enterprise) that is engaged in courier services, logistics and financial transactions with 100% share ownership by the Government of the Republic of Indonesia. Historically, PT Pos Indonesia is one of the oldest SOEs in Indonesia. Its archipelago originated from the Dutch East Indies trading company or VOC, which established a post office on August 26, 1746, in Batavia (Jakarta) to facilitate the delivery of letters, especially in trading activities (Sedarmayanti et al., 2019).

PT. Pos Indonesia (Persero) is a company engaged in delivering goods. PT. Pos Indonesia (Persero), as one of the *Badan Usaha Milik Negara / BUMN* (State-Owned Enterprises), which has the task of implementing and supporting government program policies in the economic sector as well as development, generally provides postal services for all people in Indonesia and outside the territory of Indonesia, especially in Sleman. PT. Pos Indonesia (Persero) also has a vital role in delivering goods or correspondence through delivery services. As a delivery service provider, goods or letters that customers will send to be shipped to their destinations through the Post office (Martini et al., 2020).

In connection with the policy on the placement of employees of PT. Pos Indonesia (Persero) Sleman branch looks still less effective, where superiors place employees in specific jobs that are not by their educational background and are not supported by adequate skills, causing them to be unable to complete their work correctly. This phenomenon cannot be denied as the cause of low employee performance. A employee sometimes has relatively high skills. Still, due to the placement of employees on specific tasks that are not relevant to their abilities, they have decreased employee performance. Therefore, job placement needs to be studied to know the effect on the performance of employees of PT. Pos Indonesia (Persero) Sleman branch.

Employee performance appraisal of PT. Pos Indonesia (Persero) Sleman branch uses two methods: assessment of employee work behaviour and evaluation of work targets (Wati et al., 2020). The decrease in work quality is indicated by the lazy nature of employees in completing work. This is supported by interviews conducted by

researchers with employees and the General Admin of the General Section of PT Pos Indonesia (Persero) Sleman branch. It is known that employees delay work, making the work carried out to fruition, which is not good and optimal. Some employees admit that they sometimes wait for their work, which results in their work not being completed properly (Hushori & Novianty, 2015).

In terms of efficiency, the company requires employees to use their working hours well to complete work on time. So that the data entered in a particular month is only completed in the following month, based on these problems, it can be seen that employees have not been able to use working hours efficiently (Permana, 2019).

In terms of creativity in completing work, companies require employees to take the initiative in completing their tasks. Some employees still use the same method as before so that the completion of the work cannot be faster and better. In addition, in terms of accuracy, it is still found that some employees have not been right in completing work by special orders. Based on interviews conducted by researchers with the General Admin of the General Section of PT Pos Indonesia (Persero) Sleman branch, it is known that some employees have to improve their work due to errors in completing their tasks (Riswandi, 2017).

Several studies have been studied regarding this discussion in general, such as analysis of compensation satisfaction, exploration of performance relationships, employment relationships, and so on, which are more complete as follows:

First, the research conducted by Suprana and Irawati with the title "Analysis of the Effect of Compensation Satisfaction and Organizational Commitment on Employee Performance (Study at Bank Jateng Semarang Head Office)" concluded that compensation has a positive and significant effect on employee performance at Bank Jateng Semarang Head Office (Suprana & Ratnawati, 2012).

Second, the research conducted by Soomro et al., in their study entitled "Relation of Work-Life Balance, Work-Family Conflict, and Family-Work Conflict with the Employee Performance-Moderating Role of Job Satisfaction." This study aims to explore the relationship between work-life balance, work-family conflict, and work-family conflict and employee performance perceptions, with job satisfaction serving as a moderating variable. The sample used by the questionnaire was distributed to 280 teaching members as respondents. This study shows that work-life balance is positively related to employee performance. The coefficient is positive (0.22) and highly significant, as expected (Soomro et al., 2018).

Third, research conducted by Johari et al. in his study entitled "Autonomy, Workload, Work-Life Balance and Job Performance Among Teachers." This study examines the effect of autonomy, workload, and work-life balance on work performance among teachers. The sample of this study were 302 teachers as respondents. Based on the research results, it is proven that work-life balance has a significant relationship with employee work performance (Johari et al., 2017).

Fourth, research conducted by Muhammad Ikbal Fitriani Dewi Juradi the variables studied are compensation (X1) and job satisfaction (X2) on work productivity (Y) of employees at PT. Adira Multi Finance Masamba, North Luwu Regency. The research equation is that both use compensation variables (X1) and job satisfaction (X2) as independent variables and productivity variables (Y) as dependent variables. While the

difference is that previous research is located at PT. Adira Multi Finance Masamba, North Luwu Regency and this research are located at PT. Calvari Abadi (Beton) Mojokerto (Ikbal & Juradi, 2014).

Fifth, research conducted by Goni, Adolfini, and Sumarauw with the title "The Effect of Training, Job Placement, and Compensation on Employee Performance at PT. Bank Sulutgo Manado Head Office" concluded that compensation has a positive and significant effect on the performance of PT. Bank Sulutgo Manado Head Office (Goni et al., 2015).

Sixth, the research conducted by Shahrash (2015) with the title "The Influence of Incentives, Work Stress and Workload on Employee Performance (Survey on Employees of Bank BJB Main Branch Office Bandung)" concluded that workload harms employee performance, meaning that the level of The workload that is owned will hurt employee performance (Shahrash, 2015).

The attitude of leadership in maintaining performance among employees is critical (Gunawan, 2016). The leadership attitude possessed by employees can also influence the completion of the work of a unit for the better. It is known that the leadership attitude of employees is shallow at certain times. Employees do not pay much attention to their colleagues in completing work. This is because, at certain times, each employee's position increases to concentrate too much on their work. In addition, there is still abuse of authority, and some employees leave their desks without any notification. Abuse of power also occurs in office facilities such as the internet, which they still use for personal gain (Abijaya et al., 2021).

Based on the preliminary description and the problems above, as well as some of the findings of the research that has been carried out, it is limited to my research as a researcher who has not discussed in detail the effect of work placement, workload and the impact of compensation on performance. Thus, researchers are interested in conducting this study to contribute to the state of the art of economics.

II. METHOD

This research is included in the causal associative analysis using a quantitative approach. A causal associative study aims to determine the effect between two or more variables. The quantitative method is a method that uses data in the form of numbers in statistical analysis (Ikhwan, 2021). This study will analyze the effect of work placement, workload and compensation on employee performance. At the same time, the dependent variable (Y) is employee performance, while the independent variable is work placement (X1), workload (X2) and compensation (X3). Location The research was conducted at PT. POS INDONESIA (PERSERO) Sleman, while the implementation time is three months. The dependent variable (Y) in this study is employee performance with indicators: Quantity & Quality of work, Efficiency, Work discipline, Accuracy, Leadership, Honesty and Creativity. The independent variables (X1) in this study are (a) work placement according to talent as measured by educational background, experience, physical health condition and age of the employee; (b) workload (X2) according to Permendagri No.12/2008 with indicators of achievement targets, working conditions and work standards. Compensation (X3) with wages, incentives, benefits, and facilities indicators.

Sources of data from this study are employees of PT. POS Indonesia branch Sleman Yogyakarta, Central Java, Indonesia, with a population of 254 employees and taking a sample of 155 people using the slovin formula as shown below:

$$n = \frac{N}{1 + N(\alpha)^2}$$

Keterangan :

n = jumlah sampel

N = jumlah populasi

α = % kelonggaran yang bisa ditolerir; taraf signifikansi (*standard error tolerance*)

$$n = \frac{254}{1 + 254(0,05)^2}$$

$$n = \frac{254}{1 + 0,635}$$

$$n = \frac{254}{1,635} = 155,4 = 155$$

The data collection technique in this study was a questionnaire. In this study, the authors use a Likert scale to measure respondents' attitudes, opinions, and perceptions about social phenomena. In the Likert scale, the variation to be measured is translated into variable indicators and used as a starting point for compiling instrument items where the alternative is a statement. The alternative answers use a Likert scale, namely by giving a score for each alternative statement answer as follows:

Table 1. Distribution of Last Education Frequency

Answer Type	Score
Strongly Disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

The method used to analyze the instrument in this study uses the CFA (Confirmatory Factor Analysis) method. Test the validity of the criteria used in this test, namely if the value of loading factors > 0.5, then it can be said to be valid. While the reliability test if the Cronbach alpha value is 0.6 or more, it is said that the item provides a sufficient level of reliability. On the contrary, if the value is below 0.6, then the thing is said to be less reliable.

Data analysis with multiple regression test to determine the effect of the independent variable on the dependent variable, with the following formula:

$$\text{Formula: } Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Y = Performance

a = Constant

b1 = Regression coefficient of job placement variable

b2 = Regression coefficient of workload variable

b3 = Regression coefficient of compensation variable

X1 = Independent variable 1 (employment)

X2 = Independent variable 2 (workload)

X_2 = Independent variable 3 (compensation)

e = Error

The method of submitting the proposed hypothesis is carried out using three tests: the T-test (Partial Test). If the significance level is < 0.05 , then the hypothesis is accepted. If the significance level is > 0.05 , then the hypothesis is rejected. F-Test (Simultaneous Test) to determine whether it is significant or not. Whether or not the influence of the independent variable on the dependent variable simultaneously is used, 5% is used if $\text{sig} > (0.05)$, then the hypothesis is rejected. If $\text{sig} < (0.05)$, then the hypothesis is accepted.

The coefficient of determination (R^2) is often called the multiple coefficients of determination. " R^2 explains the proportion of variation in the dependent variable (Y) which is explained by the independent variable (more than one variable) together" Sugiyono (2017: 136). The multiple linear regression equation gets better if the coefficient of determination (R^2) is getting bigger (closer to 1) and tends to increase in value in line with the increase in the number of independent variables.

III. RESULT AND DISCUSSION

Research Object Profile

History records the existence of PT. Pos Indonesia for a long time. The first post office was established in Batavia (Jakarta) by Governor General GW Baron van Imhoff on August 26, 1746, to ensure the security of residents' letters, especially for those who trade from offices outside Java and for those who come from and go to the Netherlands. Since then, the postal service has been born to carry out the role and function of service to the public (Indonesia, 2012).

After the Batavia Post Office was established, four years later, the Semarang Post Office was established to develop regular postal communications between the two places and to speed up the delivery process. Postal travel routes at that time included Krawang, Cirebon, and Pekalongan.

Pos Indonesia has changed its status from the PTT (Post Telegraph and Telephone) Bureau several times. This business entity led by a Head of Service is not commercial, and its function is more directed at providing public services. Developments continued until its status became a State POS and Telecommunications Company (PN Postel). Observing the development of the era in which the postal and telecommunications sectors developed very rapidly, in 1965 it changed to the State Post and Giro Company (PN Pos and Giro) and in 1978 it changed to Perum Pos and Giro, which has since been confirmed as a single business entity in carrying out services. Post and postal giro for both domestic and foreign relations. For 17 years, with the status of Perum, then in June 1955, it changed to a Limited Liability Company under the name PT. POS Indonesia (PERSERO).

With time, Pos Indonesia has now been able to show its creativity in the development of the Indonesian postal sector by utilizing its network infrastructure, which reaches around 24 thousand service points that get 100% of cities/districts, almost 100% of sub-districts and 42% of sub-districts/villages, and 940 remote transmigration locations in Indonesia. Along with developing information, communication, and network technology, Pos Indonesia has 3,700 online post

offices and mobile electronic posts in several big cities. All points are chains that are connected, solidly and integrated. The postal code system was created to facilitate the processing of postal items where every area in Indonesia can be accurately identified (Han & goleman, daniel; boyatzis, Richard; Mckee, 2019).

Profile Responden

Respondents in this study were employees at PT. POS Indonesia (PERSERO) Sleman branch. Research data was obtained by distributing questionnaires as many as 155 questionnaires. Respondents from this study were employees of PT. POS INDONESIA (PERSERO) Sleman Branch. The distribution of the questionnaire was carried out on December 24, 2020.

The following is a description of the number of respondent data and the identity of research respondents consisting of gender, age, last education and length of work. The results of the analysis are as follows:

Characteristics of Respondents Based on Gender

This data is to determine the proportion of respondents' gender. Based on the results of the study, the characteristics of respondents based on gender are presented in the following table:

Table 2. Frequency Distribution of Gender

No	Gender	Frequency	Percentage (%)
1	Man	86	55,5
2	Woman	69	45,5
Total		155	100

(Source: Primary Data Processed 2020)

The table above shows that the respondents aged 17 to 30 years were 124 people (80%), respondents aged between 30 to 44 years were 25 people (16.1%) and respondents aged > 44 years as many as six people (3.9%). It can be concluded that the majority of respondents are between 17 and 30 years old, as many as 124 people (80%).

Characteristics of Respondents Last Education

This data is to determine the proportion of respondents' last education. Based on the results of the study, the characteristics of respondents based on the length of their last education are presented in the following table:

Table 3. Distribution of Last Education Frequency

No	Last Education	Frequency	Percentage (%)
1	Sarjana (S1)	30	25,2
2	Diploma	18	15,1
3	SMA/SMK	64	53,8
4	SMP	5	4,2
5	SD	2	1,7
Total		119	100

(Source: Primary Data Processed 2020)

The table above shows that respondents with the latest education in elementary school are two people (1.7%), respondents with the latest education in junior high

school are five people (4.2%), respondents with the minor education are high school as many as 64 people (53.8 %), respondents with the latest education Diploma 18 people (15.1%), and respondents with the newest education S1 as many as 30 people (35.2%). It can be concluded that the majority of respondents with the latest high school education are 64 people (53.8%).

Characteristics of Respondents Based on Length of Work

This data is to determine the proportion of respondents' length of service. Based on the results of the study, the characteristics of respondents based on the size of their last education are presented in the following table:

Table 4. Frequency Distribution of Working Time

No	Working Time	Frequency	Percentage (%)
1	1-5 year	81	52,3
2	6-11 year	62	40
3	> 11 year	12	7,7
Total		155	100

(Source: Primary Data Processed 2020)

Based on the table above, it can be seen that most of the employees have worked for 1-5 years as many as 81 people (52.3%). There are 62 employees (40%) with a 6-11 years tenure and 12 employees (7.7%) with a term of over 11 years. This shows that the majority of PT PT. POS INDONESIA (PERSERO) Sleman Branch has worked 1-5 years, as many as 81 people (52.3%).

Instrument Test Results

Validity test

Validity is the accuracy and accuracy of the measuring instrument in carrying out its measuring function, meaning the extent to which the measuring device can measure the measured attribute (Azwar, 2004, p.7). In this study, the validity that was measured was content. Content validity is a test of test content or items on a scale using rational analysis.

According to Ghozali (2010), the validity test is used to measure a questionnaire's validity or validity. Usman and Sobari (2013) state that an instrument is valid if it has a factor loading value of 0.5. In the instrument test above, all items on the variable have a factor loading value of 0.5, so it can be said that all research variable items are valid.

Reliability Test

Reliability is the degree of consistency or trustworthiness of the measurement results, which implies measurement accuracy (Azwar, 2004, p. 83). Reliability testing with internal consistency is done by testing the measuring instrument only once on a group of subjects. Measurement of reliability by looking for the reliability coefficient Cronbach Alpha.

Table 5. Reliability test

Variable	Value of Cronbach's Alpha
Job Placement	0,844
Workload	0,813
Compensation	0,893
Performance	0,890

(Source: Primary Data Processed 2020)

Based on the table above, the reliability test results on the variables of work placement, workload, compensation, and performance show the Cronbach's Alpha value > 0.6 . So it can be concluded that the variable data of work placement, workload, balance and performance are reliable.

Data Analysis Results

Normality test

The normality test aims to test whether in the regression model the dependent variable and the independent variable have a normal distribution or not. A good regression model is to have a standard data distribution or close to normal (Ghozali, 2016). It can be analyzed by looking at the probability value to test for normality.

The basis for decision making is if the probability value is > 0.05 , then the regression model meets the normality assumption. The results of the normality test with the Kolmogorov Smirnov Test are as follows:

Table 6. Normality Test Results with Kolmogorov Smirnov Test

Variabel	Sig.	Level of Significant	Keterangan
Residual	0,50	0,05	Normal

(Source: Primary Data Processed 2020)

Based on the normality test results using the Kolmogorov Smirnov test above, it can be seen that the probability value is $0.50 > 0.05$. Hence, the regression model meets the assumption of normality.

Multicollinearity Test

A multicollinearity test is a condition where one or more independent variables can be expressed as a linear combination of other independent variables. One of the classical linear regression assumptions is the absence of perfect multicollinearity (no perfect multicollinearity). A regression model is said to be affected by multicollinearity if there is perfect or exact linear distributive justice among some or all of the independent variables. As a result, it will be difficult to see the influence of the independent variables individually on the dependent variables (Madalla, 1999). The detection of multicollinearity in this study was carried out using the VIF method.

Test Criteria:

If $VIF > 10$, then H_0 is rejected

If $VIF < 10$, then H_0 is accepted

The results of the multicollinearity test using the VIF method are as follows:

Table 7. Multicollinearity Test Results with VIF Method

Variable	VIF	Critical Value	Description
VIF Work Placement (X_1)	1,450	10	No multicollinearity
Workload (X_2)	1,022	10	No multicollinearity
Compensation (X_3)	1,430	10	No multicollinearity

(Source: Primary Data Processed 2020)

Based on the results of the multicollinearity test using the VIF method, the value of VIF < 10 means that all independent variables do not occur multicollinearity, so it does not bias the interpretation of the results of the regression analysis.

Heteroscedasticity Test

Homoscedasticity is a situation where the variance (σ^2) of the disturbance factor or disturbance term is the same for all X observations. Deviations from this assumption are called heteroscedasticity, namely if the value of variance (σ^2) of the dependent variable (Y_i) increases due to the growing variance of the independent variable. (X_i), then the variance of Y_i is not the same (Insukindro, 2001). Heteroscedasticity detection in this study was carried out by the Glejser method. The trick is to look at the probability value > 0.05, so it is not affected by heteroscedasticity.

The results of the heteroscedasticity test with Glejser are as follows:

Table 8. Heteroscedasticity Test Results with Glejser

Variable	Sig.	Critical Value	Description
Job Placement (X_1)	0,536	0,05	Homoscedasticity
Workload (X_2)	0,239	0,05	Homoscedasticity
Compensation (X_3)	0,340	0,05	Homoscedasticity

(Source: Primary Data Processed 2020)

Based on the results of the heteroscedasticity test using the Spearman rank, it can be seen that the probability value is > 0.05. This means that the estimated model is free from heteroscedasticity.

Descriptive Statistical Analysis

In this study, the discussion of descriptive statistics is carried out based on the mean or average value of each instrument (statement) on each variable based on all respondents' answers. The following is the conclusion of the mean value of each statement item on the variables of Work Placement, Workload, Compensation and Performance.

Work Placement

The distribution of respondents' answers to 7 statements regarding the Job Placement variable (X_1) is based on the assessment of PT. POS Indonesia (PERSERO) Sleman branch can be seen in table 9.

Table 9. Mean Value of Work Placement Variables

No	Question	Mean	Description
1	No Mean In my opinion, the placement of employees in this agency has been adjusted to the educational background	4,63	Agree
2	The last level of education that I have taken is in accordance with the demands of my current job	3,43	Neutral
3	I was placed according to the experience I had	4,72	Agree
4	The experience I gained during my working period really supports my current placement	4,77	Agree
5	I agree that during placement, the agency has considered the physical and mental health of employees	4,76	Agree
6	I agree that the agency has placed me in a position that suits my physical and mental condition	4,60	Agree
7	I agree that the age factor has been considered by the agency, so that the organization knows where the position of the employee will be placed	4,63	Agree
Overall mean value		4,5	Agree

Based on table 10. the statement with the highest mean value is statement 4, "The experience I gained during my tenure strongly supports my current placement." with a mean value of 4.77 with the agree on category. While the state with the lowest mean value is statement 2, "The latest level of education that I have taken is by the demands of my current job." with a mean value of 3.43 with a neutral category. The overall training variable has a mean of 4.5 with the agreed type.

Workload

The distribution of respondents' answers to 6 statements regarding the Workload variable (X2) is based on PT employees' assessment. POS Indonesia (PERSERO) Sleman branch can be seen in table 10.

Table 10. Mean Value of Workload Variables

No	Question	Mean	Description
1	No Mean The target that you must achieve in work it is clear	4,74	Agree
2	The current number of employees is sufficient to handle the work at hand	4,74	Agree
3	Bapak/Ibu selalu mengerjakan pekerjaan yang sama setiap harinya	4,80	Agree
4	At certain times you become very busy (overloaded) with your work	4,92	Agree
5	Your daily workload is in accordance with the	4,65	Agree

standard			
6	Work standards are in accordance with the workload you expect	3,79	Neutral
Overall mean value		4,61	Agree

Based on table 11, the statement with the highest mean value is statement 4, "At certain times you become very busy (overload) with your work." with a mean value of 4.92 in the agree on category. While the state with the lowest mean value is statement 6, "The work standard is by the workload you expect", with a mean value of 3.79 with a neutral category. The overall training variable has a mean of 4.61 in the agreed category.

Compensation

The distribution of respondents' answers to 9 statements regarding the Compensation variable (X3) is based on the assessment of employees of PT. POS Indonesia (PERSERO) Sleman branch can be seen in table 11.

Table 11. Mean Value of Compensation Variable

No	Question	Mean	Description
1	Bapak/Ibu menerima gaji sesuai dengan masa kerja Bapak/Ibu	4,62	Agree
2	No Mean You receive a salary according to your work performance	4,65	Agree
3	Incentives that you receive, according to work performance	4,81	Agree
4	You receive incentives according to the eligibility standards	4,55	Agree
5	You get allowances according to your position status	4,65	Agree
6	You get allowances according to your responsibilities in the family	4,59	
7	PT POS INDONESIA Bank provides facilities according to work needs	3,65	Neutral
8	The facilities provided support the work atmosphere	4,71	Agree
9	Mr/Mrs are able to achieve the target set by Bank PT POS INDONESIA	4,64	Agree
Overall mean value		4,54	Agree

Based on table 12. the statement with the highest mean value is statement 3, "Incentives that you receive, according to work performance", with a mean value of 4.81 in the agree on category. While the states with the lowest mean value are statement 6, "Bank PT POS INDONESIA provides facilities according to work needs", with a mean value of 3.65 with a neutral category. The overall training variable has a mean of 4.54 in the agreed category.

Performance

The distribution of respondents' answers to 10 statements regarding the Performance variable (Y) based on the assessment of PT. POS Indonesia (PERSERO) Sleman branch can be seen in table 12.

Table 12. Mean Values on Performance Variables

No	Question	Mean	Description
1	No Mean Mr / Ms complete the work on time and correctly	4,56	Agree
2	Mr / Ms achieve the quality of work in accordance with expectations	4,51	Agree
3	You are able to improve the quality of your work from time to time	4,70	Agree
4	In completing your work, you pay attention to the efficiency of resource use	4,94	Agree
5	Mr/Mrs at work are included in the category of disciplined employees	4,72	Agree
6	Mr / Ms are employees who have high accuracy	3,76	
7	You are an employee who has a leadership spirit	4,68	Neutral
8	Mr / Ms submit the work in accordance with the work that has been completed	4,69	Agree
9	You are a creative and innovative employee in completing work	4,66	
10	You use a new way to shorten the completion time of work	4,73	Agree
Overall mean value		4,59	Agree

Based on table 13. the statement with the highest mean value is statement 4, "In completing your work, and you pay attention to the efficiency of resource use", with a mean value of 4.94 with the category agreement. Meanwhile, the statement with the lowest mean value is statement 6, "You are a employee who has high accuracy", with a mean value of 3.76 with a neutral category. The overall training variable has a mean of 4.59 with the agreed category.

Hypothesis Test 1 job placement has a positive effect on the performance of employees of PT. POS INDONESIA (PERSERO) Sleman Branch. Based on the results of the data processing, the probability value (0.000) < Level of Significant (0.05), then H1 is accepted, so it can be concluded that work placement has a positive effect on the performance of PT. POS INDONESIA (PERSERO) Sleman Branch.

Hypothesis Test 2 workload harms the performance of employees of PT. POS INDONESIA (PERSERO) Sleman Branch. Based on the results of data processing, the probability value (0.004) < Level of Significant (0.05), then H2 is accepted, so it can be concluded that the workload harms the performance of the employees of PT. POS INDONESIA (PERSERO) Sleman Branch.

Hypothesis Test 3 compensation harms the performance of employees of PT. POS INDONESIA (PERSERO) Sleman Branch. Based on the results of data processing, the probability value (0.000) < Level of Significant (0.05), then H3 is accepted, so it can be concluded that compensation has a positive effect on the performance of PT. POS INDONESIA (PERSERO) Sleman Branch.

Coefficient of Determination Test

R² (Coefficient of Determination) is used to determine how much the ability of the independent variable to explain the dependent variable comprehensively. The value of R² (Coefficient of Determination) has a range between 0-1. The larger R² indicates the more significant the ability of the independent variable to explain the dependent variable.

The results of multiple linear regression obtained R² (Coefficient of Determination) of 0.586, meaning that the performance variable (Y) can be explained by the work placement (X1), workload (X2) and compensation (X3) simultaneously at 58.6%. In comparison, the remaining 41.4% is explained by other variables outside the model, such as work environment, fairness, servant leadership, and others.

Analysis of Respondents' Answers

As shown in Table 4.10, the statistical test results show that the mean of PT POS INDONESIA (PERSERO) employee job placement is quite good. In this case, the employees are placed as they should be quite well. Based on the total mean obtained from the previous calculation, 4.77, the work placement variable at PT POS INDONESIA (PERSERO) is in the excellent category.

As shown in Table 4.11, the statistical test results show the mean workload of PT POS INDONESIA (PERSERO) employees is relatively high. In this case, employees feel the workload is relatively high. Based on the total mean obtained from the previous calculation, which is 4.61, the workload variable at PT POS INDONESIA (PERSERO) is in the high category.

As shown in Table 4.12, the statistical test results show that the mean of compensation for PT POS INDONESIA (PERSERO) employees is quite good. In this case, employees are compensated fairly well. Based on the total mean obtained from the previous calculation, 4.59, the performance variable at PT POS INDONESIA (PERSERO) is in the excellent category.

As shown in Table 4.13, the statistical tests show the mean of the performance of PT POS INDONESIA (PERSERO) employees is quite good. In this case, the employee's performance is quite good for the company. Based on the total mean obtained from the previous calculation, 4.54, the compensation variable at PT POS INDONESIA (PERSERO) is excellent.

The Effect of Work Placement on Performance

The results showed that work placement had a positive effect on the performance of employees of PT. POS INDONESIA (PERSERO) Sleman Branch. The positive regression coefficient value indicates that the commission will also improve if the job placement is good.

Job placement is the superior's policy of positioning employees in jobs based on the competencies. The partial test results show that the job placement variable has a positive and significant effect on employee performance at PT POS Indonesia (PERSERO). This indicates that there is a unidirectional relationship between job placement and employee performance, in the sense that if the job placement is good, the employee's performance is also good. The significant influence of the work placement variable is primarily determined by the magnitude of the role of the indicators that shape it.

The results of this study are in line with the theory put forward by Hasibuan (2010:62) that the placement of employees is guided by the principle of placing the right people for the

correct positions. Likewise, Syahrir (2000:29) states that the proper job placement is if the person occupying the work position have: broad insight; supported by educational background, have unique skills; and have seniority in the world of work. Therefore, job placement is an absolute requirement for more attention because it becomes a benchmark to improve employee performance at the PT POS Indonesia (PERSERO) Office. Furthermore, empirical evidence linking job placement with employee performance shows consistent results, such as research conducted by Abdul Azis (2009) and Muhammad Jafar (2010) that work placement has a dominant effect on employees' performance. Thus, the empirical findings resulting from this study are a significant relationship between job placement and employee performance. The implication of the results of this study on science which is supported by empirical studies (previous research), gives the same result, namely that work placement has a dominant effect on employee performance. Thus, this research can be used as a reference for further research. Theories about job placement and employee performance are valid or proven.

Effect of workload on performance

The results showed that the workload hurt the performance of the employees of PT. POS INDONESIA (PERSERO) Sleman Branch. The negative regression coefficient value indicates that the commission will decrease if the workload is high.

According to Setyawan and Kuswati (2006:109), if the workload continues to increase without an appropriate division of workload, employee performance will decrease. The workload is one of the elements that must be considered for a workforce to get compatibility and high work productivity and the additional burden element due to the work environment and work capacity (Sudiharto, 2001; 22). According to Menpan (1997), the workload is a set or number of activities that must be completed by an organizational unit or position holder within a certain period. The workload is the main parameter that companies must pay attention to improve employee performance. The workload on appropriate employees will provide high-performance output.

Employee performance will be maximized if the workload indicators are met balanced, such as targets to be achieved, working conditions and work standards. The job target set by the company must be by the capabilities of the employees and the existing production capacity at PT. POS INDONESIA (PERSERO) Sleman Branch. Working conditions include the views held by individuals regarding the current working conditions of PT. FOR EXAMPLE, POS INDONESIA (PERSERO) Sleman Branch makes decisions quickly when working on goods and dealing with unexpected events such as doing extra work outside the allotted time. Job standards are the impression that individuals have about their work, for example, feelings that arise about the company's workload that must be completed within a certain period.

Effect of compensation on performance

The results showed that compensation had a positive effect on the performance of the employees of PT. POS INDONESIA (PERSERO) Sleman Branch. The positive regression coefficient value indicates that the commission will increase if the compensation is high.

The results of this study strengthen the research conducted by Anoki Herdian Dito (2010), which explains that compensation has a positive and significant effect on performance. His agency. Compensation must be appropriate and acceptable to employees who have done their job very well. By providing reasonable compensation, employees will be severe and

make various efforts to achieve better work results so that their performance can be further improved. With better performance, it will undoubtedly advance the course of the agency's business.

The behaviour possessed by employees regarding not being able to take advantage of the time to get good work results will harm the agency in achieving the goals. The agency's objectives are, for example, the achievement of all performance standards well the achievement of timely financial reports so that it will produce essential decisions correctly. With the hope of such work, external factors must encourage the company's goals to be achieved. In this case, PT. POS INDONESIA (PERSERO) Sleman Branch should pay attention to compensation for the needs of employees. The compensation provided should be able to meet the needs of employees adequately so that employees can do their jobs well and the agency's goals can be achieved.

IV. CONCLUSION

The placement has a positive effect on the performance of employees of PT. POS INDONESIA (PERSERO) Sleman Branch. Workload harms the performance of employees of PT. POS INDONESIA (PERSERO) Sleman Branch. Compensation has a positive impact on the performance of employees of PT. POS INDONESIA (PERSERO) Sleman Branch. This study only uses work placement, workload and balance in predicting performance. Thus, 41.4% of other factors can provide a more significant explanation of performance, such as work environment, job stress, and career growth.

Based on the research results, discussion, and conclusions obtained, the suggestions that can be given are: (a) On job placement, it would be better if PT. POS INDONESIA (PERSERO) Sleman Branch places its employees according to the education that has been taken. (b) On the workload of PT. POS INDONESIA (PERSERO) Sleman Branch pays more attention to work standards because many employees feel that the workload is not by the workload. (c) On employee compensation of PT. POS INDONESIA (PERSERO) needs an increase in team member support facilities. (d) On the performance of employees of PT. POS INDONESIA (PERSERO) does not have high accuracy. Therefore supervision of employee performance must be paid more attention.

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