

The Influence of Workload and Placement on the Work Productivity of Ad-Hock Agency Employees

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Abstract. *The purpose of this study was to determine the magnitude of the influence of workload on the work productivity of the ad hock body of Panwaslu District and Village of Banda Sakti District of Lhokseumawe City, the influence of placement on the work productivity of the ad hock body, and the magnitude of the influence of load on performance and placement simultaneously on work productivity / employee performance at the ad hock body of Panwaslu District and Village of Banda Sakti District of Lhokseumawe City. The object of this research is workload, placement and work productivity of ad hock bodies. The sample in this study amounted to 88 respondents. Data collection in the study using a questionnaire on a Likert scale unit. In this study, the analytical equipment used is multiple linear regression and hypothesis testing is used, namely the F-test and t-test using the SPSS version 15.0 test tool. From the results of the F-test (simultaneous) and t-test (partial) it can be seen that all the variables studied workload and placement have a significant influence on increasing the work productivity of the ad hock body of Panwaslu District and Village in the Banda Sakti District of Lhokseumawe City where F-count is 48.040 where F-table is 3.103 at the significance level $\alpha = 5\%$. In the coefficient of determination (adjusted R-square) the regression results are 0.520 where it is seen that the workload variable (X1), placement (X2) it is clear that the value of 52.0% on the variable increase in work productivity of the ad hock body (Y), where the remaining 48.0% is influenced by factors not examined in this study.*

Keywords: workload, placement, work productivity of ad hock agency employees

1. Introduction

Indonesia's elections were first held in 1955, which at that time was known as the Implementation Supervisory Committee (Panwaslak Pemilu). There was a change in the nomenclature of Panwaslak, namely the Election Supervisory Committee or what is often called Panwaslu. Law Number 12 Year 2003 saw institutional changes to election supervisors. From all considerations, Panwaslu was strengthened by Law Number 22 of 2007 regarding a permanent electoral institution, namely the Election Supervisory Agency or in other words Bawaslu. Based on distrust in the implementation of the election, Bawaslu was formed. On 08 April 2008, Bawaslu of the Republic of Indonesia was established, namely Law No. 15 of 2011. Where the Bawaslu members themselves number five people through the selection stage where 1 person as chairman and 4 as members.

The General Election Commission or what is called the KPU formed a team in terms of selecting candidates for Bawaslu members. Where this team carries out its duties and the selection team will provide 15 names of candidates to members of the DPR in each district/city, then members of the DPR will choose and identify ranks as candidates for Bawaslu members based on the results obtained during the fit and proper test stages in accordance with established regulations.

From that stage, 5 (five) names were appointed as members of the inaugural Bawaslu for the period 2008 to 2013. In terms of supervision from the village level, Provincial Panwaslu, Regency/City Panwaslu, Sub-district Panwaslu, Foreign Election Supervisors (PPLN) and Field Election Supervisors (PPL) at the village level were formed, which in 2023 Field Election Supervisors (PPL) became Village Election Supervisors (PPD/PG), Polling Station Supervisors (PTPS).

Election Supervisors have the authority where Panwaslu can oversee and follow up on the implementation of elections in accordance with the stages, can handle cases of violations of administrative, criminal elections, can receive complaints, and codes of ethics. For approximately fourteen years Bawaslu has been established, it has seen a lot of very rapid progress, as well as development and authority. Until now, the strengthening of election supervisory institutions continues to increase. Bawaslu consists of the district/city level which has many changes related to its status, from ad hoc body employees changing status to permanent, but at the sub-district and village levels it is still in the form of an adhoc body. As for supporting the main tasks and functions, Panwaslu Banda Sakti District, Lhokseumawe City currently has resources including:

Table 1. Number of employees of the ad hock agency panwas Banda Sakti District, Lhokseumawe City

No.	Panwaslu Banda Sakti District	Number
1	Panwascam	3 people
2	Secretariat	3 people
3	Banda Sakti sub-district employee	3 people
4	Village Supervisory Committee	18 people
5	Polling station supervisors	195 people
Total		222 people

Source: Panwascam Banda Sakti Lhokseumawe City, (2023)

With the phenomenon of a decrease in employee work productivity as measured by (a) lack of conformity to the quality of work produced, or the low quality of work produced, (b) the target work quantity is not appropriate, this can be seen from the performance of employees not meeting the target, (c) completion of work from timeliness, (d) employee absenteeism is very low, (e) employee independence from other colleagues and (f) responsibility is carried out well by employees towards work.

The situation that has occurred so far, the decline in the performance of the ad hock body of Panwaslu District and Village in the Banda Sakti District of Lhokseumawe City due to the high workload of employees in doing work when approaching the election day and realising the low violations that occur, this is also a big burden for some employees of the ad hock body of Panwaslu District and Village in the Banda Sakti District of Lhokseumawe City. This can be seen from each stage, where ad hock agency employees have to work full time until the morning to complete the stages of work and complete the pending work.

The relationship to workload is the difference (gap) where the workload of each employee has a low and high workload, this is what causes differences between employees. The difference in workload between employees creates work targets that must be achieved by employees within a certain period of time. At certain times there is a very large workload, where the expected performance achievement is less effective, but on the other hand the workload carried is lighter, therefore the achievement of this performance is not optimal.

Apart from the workload that must be borne by employees, it turns out that employee productivity is also influenced by the variable placement of employees according to their abilities. This work placement is the process of placing the right person in the right position. However, in this placement process it is necessary to carry out the selection process. This work placement is a process of reassigning / filling positions in new tasks / positions or different positions.

Inappropriate placement also affects employee performance, which is incompatible with management expectations and the demands of the organization/agency, therefore showing decreased work productivity which can result in boredom and boredom. Theoretically, this employee placement itself must have a harmony between the qualifications or educational qualifications of employees based on the job duties that will be carried out later (Rivai, 2011). With job placement that is in accordance with these skills, it is very important that there is encouragement and enthusiasm for work from each employee.

Theoretical Overview

Workload

Imran and Mangkuprawira (2013) found that there is a significant relationship between workload and job stress, as well as job stress and turnover intention. The study assumes that work stress plays a middle role between workload and turnover intention. According to Haryanto, (2014) workload is the number of activities that must be completed by a person or group of people during a certain period of time under normal circumstances. Workload is the amount of work that must be carried by a position or organizational unit and is the product of work volume and time norms (Soleman, 2011). Soleman (2011) developed workload in 2 assessment scales, namely: (1) External factors which are divided into tasks assigned, complexity of work, pages of working time and rest. (2) Internal factors which are divided into motivation, perception, desire and satisfaction.

In government, it is necessary to carry out implementation to realize development and be able to serve the needs of the community, for which skills and professionalism are needed from several requirements (Widodo, 2014). Therefore, state administration is part of a profession, where not everyone is able to fulfil state administration, except those who have a track record of high education, as well as experience in this field, individual skills, skills, and adequate skills.

Robbins (2012) if viewed from the level of employee performance, this is measured by the ability of employees which can be seen from the level of education, experience, knowledge, and skills where the higher the knowledge and experience, the higher the performance. So, on the contrary, if the level of education, experience, and knowledge is low, it will have a negative impact on employee performance. Therefore, employees are required to have certain qualifications, this occurs due to the inability of all people in the required expertise to be able to complete the work/workload given. So, the low performance of employees is caused by the low ability of employees.

Some that can affect workload are:

1. Workload factors from outside the body of work itself, such as:
 - a. Task. Where this task such as physical tasks, spatial layout, room conditions, work stations, work environment, work attitudes/behaviour, how to transport, the burden carried. However, tasks that are mental in nature are responsibilities, workers' emotions, and the complexity of the work.

- b. Workplace organization. Namely the period of time worked, work shifts, work systems, and rest periods.
 - c. Work Environment, where this can provide additional pressure / burden such as physical work environment, chemical work, biological work and psychological work environment.
2. Internal factors are factors where this arises within oneself from external workload reactions which can trigger and potentially become stressors, so that somatic factors (gender, nutritional status, health conditions, age, body size), and psychological factors (desire, satisfaction, motivation, perception, trust).

Placement

Placement is a very important aspect in the requirements or qualifications carried out in the organisation/company, therefore it is expected that employees who have suitability for the position and position to be placed. For the placement of employee positions, the thing that must be considered is the suitability of the position which is related to the desires and talents, as well as the skills that exist in a person.

The implementation of the placement of employee positions itself requires very careful planning by putting forward the principle of "The Right Man in the Right Place, on the Right Job, in the Right Time", which can be concluded that the right person is in the right place, or the right job at the right time. Placement is the assignment or reassignment of an employee to a new job (Rivai, 2011). Based on the definition put forward by these experts, it can be concluded that placement is a human resource policy to determine a person's position.

This placement itself is a process of filling positions by reassigning employees to new positions or different positions (Sunnyoto, 2012). Placement or what we know as placement is an appointment for employees to occupy and carry out a new job (Yani, 2012). The placement referred to by Sedarmayanti (2007) is where the placement of employees both inside and outside can be oriented and training for employees who focus on periodic self-development, and maintain optimal suitability and balance between skills and demands by perceiving that these activities are fair, legitimate and provide equal opportunities.

Seniority is also a parallel to job performance. Where a position or position that is vacant to be filled by an employee in it should be considered in terms of its work performance, where it is important for the effectiveness of employee work. This work achievement is a result of the work achieved by a person in carrying out tasks that have been assigned based on experience, skills, seriousness and time.

Work Productivity

When employees can contribute maximum performance, this will have an impact on the achievement and higher organisational/company goals, so that the results obtained towards achieving organisational/company goals are in accordance with what has been determined (Simamora and Juhir, 2016) where performance is a contribution made by employees to the organisation in a certain period of time, which then performance can be interpreted as an individual or group's ability to realize the expected achievements, as well as the achievements that will be shown to individuals or groups at a certain time.

(Coryanata, 2014) Productivity can be based on management functions in classical management theory, where it is explained that leaders must be able to carry out management functions which include investigation, coordination, planning, evaluation,

supervision, staff selection, negotiation and representation. The State Administration Institute (2013) says that productivity is a description of the level of achievement in the implementation of activities and policies as well as the realisation of the goals, objectives, mission and vision of the organisation.

In this productivity management is used in periodic assessments and operational effectiveness in organisations, employees and organisations are assessed based on goals, standards and criteria which have been set at the beginning. A performance can be said to be effective if the organisation's goals are achieved and employees from the low line to the top have the opportunity to play a role or participate in the preparation of the budget and subordinate motivation to identify productivity and be able to negotiate with superiors related to achievement targets and budgets (Indrianto, 2013). Lowyer and Porter in As "ad (2012) stated "job performance is the result achieved by individuals based on the measures that apply to the job itself".

Conceptual Framework

This conceptual framework can explain the relationship or relationship between theory and important factors that can be known in certain problems. In this study, the conceptual framework is built based on the views of experts, namely theoretically and empirically. In this study, researchers tried to examine the effect of workload and placement on employee work productivity, the flow can be described as follows:

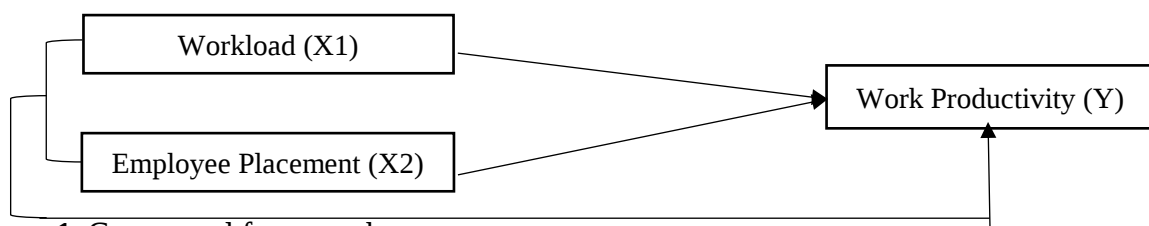


Figure 1. Conceptual framework

2. Method

The object of the research conducted is the employees of the ad hock body at the Banda Sakti District Panwaslu office, Lhokseumawe City. There is a population of 222 people in this study, namely all adhock agency employees at the Banda Sakti District Panwaslu Office, Lhokseumawe City. The entire 18 (eighteen) villages / kampongs in Banda Sakti District, Lhokseumawe City, which is done in order to increase the population number and be able to represent all villages.

The population in the intended research is all employees of the ad hock body of Panwaslu Banda Sakti District, Lhokseumawe City, totaling 222 people. However, in this study not all employees have excessive workload, where the number of ad hock agency employees who have excessive workload is 113 people, so the sample in the study is only 88 people from the total population. In this study related to the sample, the researcher conducted a Simple Random Sampling technique where the sample estimate was minimal (Slovin in Umar, 2008), namely:

$$\begin{aligned}
 n &= N / 1 + Ne^2 \\
 n &= 113 / 1 + 113 (5\%)^2 \\
 n &= 113 / 1 + 113 (0.00025) \\
 n &= 113 / 1 + 0,282 \\
 n &= 113 / 1,282 \\
 n &= 88.1 \text{ multiplied to } 88
 \end{aligned}$$

Note:

n = Sample Size

N = Population Size

e = Allowance for inaccuracy due to tolerable sampling error, for example 5%

The number of samples of this study based on the work unit can be explained as follows:

Table 2. Population and research sample

No.	Unit Kerja	Populasi	Sampel
1	Panwascam	3 people	3 people
2	Secretariat	3 people	3 people
3	Banda Sakti sub-district employee	3 people	3 people
4	Village Supervisory Committee	18 people	18 people
5	Polling station supervisors	97 people	61 people
Total		113 people	88 people

Source: Panwascam Banda Sakti Lhokseumawe City, (2023)

3. Results and Discussions

State of Ad hock Agency Employees

The purpose of this study was to analyse and determine the effect of the workload that is the responsibility of each ad hock agency employee and also the placement of each ad hock agency employee in accordance with the field of work and the level of education possessed by employees on the work productivity of Panwascam Banda Sakti ad hock agency employees in Lhokseumawe City. The data used is data obtained from the results of questionnaires and interviews with employees of Panwascam Banda Sakti ad hock body employees of Lhokseumawe City, as described in the following Table 3.

Based on Table 3, it can be explained that 52 people or 59.1% of the respondents in this study consisted of male respondents and 36 people or 40.9% consisted of female respondents, thus the respondents of Panwascam Banda Sakti ad hock body employees in Lhokseumawe City were dominated by male respondents, but in this study the authors will not discuss any differences in productivity produced by male and female employees.

Based on the age of the respondents, it can be explained that as many as 8 people or 9.1% are less than 20 years old, as many as 14 people or 15.9% are between 20 to 29 years old, as many as 46 people or 52.3% of respondents aged 30 to 39 years, as many as 18 people or 20.5%, respondents aged 40 - 49 years and as many as 2 people or 2.3% of respondents aged more than 50 years. Thus, it can be explained that the respondents in this study were dominated by the age level of the respondents, namely 30 - 39 years compared to the age of the respondents, namely 20 - 29 years, so that employees have maturity in thinking so that it has an impact on increasing the work productivity of Panwascam Banda Sakti ad hock agency employees in Lhokseumawe City.

In the category of characteristics of respondents on marital status, it is explained that 47 people or 52.4% are unmarried respondents, 39 people or 44.3% are married respondents and 2 people or 2.3% are widows / widowers. So that it can be explained where married respondents are more than unmarried respondents. As for the level of education of the respondents in this case, it can be said that 28 people or 31.8% have the last education, namely high school, 21 people or 23.9% have the last education, namely D3, 33 people or 37.5% have the last education, namely Bachelor's degree, but the respondents who have the last Master's degree are 6 people or 6.8%.

In terms of income, it can be seen that 4 people or 10.35% of the economic level is Rp. 2,000,000 - 2,999,999, namely 5 people or 12.35% of the economic level is Rp. 1,500,000 - 1,999,999, 18 people or 22.7% of the economic level is Rp. 1,000,000 - 1,499,999, and 61 people or 54.6% of the economic level is Rp. 500,000 - 999,999.

This study has results which are dominated by men, with an age range of 30-39 years compared to those aged 20-29 years who are married. Furthermore, the level of education is dominated by the last education, namely undergraduate where the average is 5 years.

Table 3. State of ad hock agency employees

No.	Description	Frequency	Percentage
1.	Gender:		
	▪ Male	52	59,1
	▪ Female	36	40,9
Total		88	100,0
2.	Age of Respondents		
	▪ < 20 years	8	9,1
	▪ 20 - 29 years	14	15,9
	▪ 30 - 39 years	46	52,3
	▪ 40 - 49 years	18	20,5
	▪ > 50 years	2	2,3
Total		88	100,0
3.	Marital Status		
	▪ Kawin	47	53,4
	▪ Belum Kawin	39	44,3
	▪ Janda/duda	2	2,3
Total		88	100,0
4.	Last Education		
	▪ High School	28	31,8
	▪ Diploma III	21	23,9
	▪ Bachelor	33	37,5
	▪ Master (S2 dan S3)	6	6,8
Total		88	100,0
5.	Income per Month		
	▪ Rp. 2.000.000 - 2.999.999	4	10,35
	▪ Rp. 1.500.000 - 1.999.999	5	12,35
	▪ Rp. 1.000.000 - 1.499.999	18	22,7
	▪ Rp. 500.000 - 999.999	61	54,6
Total		88	100,0

Source: Primary Data, 2023 (processed)

Validity Test

The validity test carried out is the Pearson product-moment coefficient of correlation test assisted by the SPSS 15.0 application. From the output of the results on the computer, all respondents' answers have a valid value because the answer has a significance level lower than 5%.

The manual correlation value obtained from should be compared to the critical value of correlation or product moment where the results show that all statements have a correlation value greater than the 5% critical value, which is above 0.213, which means that the statement is a significance that has construct validity. In terms of statistics, internal consistency (internal consistency) is a statement to measure the same aspects.

Therefore, this data is accurate data that can be used in research, namely:

Table 4. Validity test results

No Statement	Variable	Correlation Coefficient	Critical Value 5% (n=95)	Ket
1	2	3	4	5
1. A1	Workload (X ₁)	0,802	0,213	valid
2. A2		0,830		
3. A3		0,547		
4. A4		0,580		
5. A5		0,282		
6. B1	Placement (X ₂)	0,629	0,213	valid
7. B2		0,816		
8. B3		0,759		
9. B4		0,610		
10. B5		0,393		
11. B6		0,506		
12. C1	Work Productivity (Y)	0,560	0,213	valid
13. C2		0,698		
14. C3		0,715		
15. C4		0,653		
16. C5		0,815		
17. C6		0,687		

Source: Primary Data 2023, (processed)

It can be seen that the table above is that the variables used for this study are declared valid, where the correlation value is greater than the critical value, namely 0.213, so that the statements contained in the questionnaire can be said to be valid and more intense research can be carried out, where there is no biased data, or the criteria are not met in this research model.

Reliability Test

In assessing a reliable questionnaire for use in this study, researchers used a reliability test based on Cronbach Alpha which is often used to test questionnaires in social science research. This is to see the correlation where the scale is made with the existing variable scale. It can be seen from the results of the reliability test that the overall level of reliability or ability has met the specified requirements. The alpha value on each variable is:

Table 5. Reliability of research variables (Alpha)

No.	Variable	Avarage	Total variable	Alpha Value	Note
1.	Workload (X1)	4,327	5	0,618	Reliable
2.	Placement (X2)	3,667	6	0,670	Reliable
3.	Work Productivity (Y)	4,318	6	0,771	Reliable

Based on the table above, it can be explained that the alpha for each variable is for the workload variable (X1) obtained an alpha value of 0.618, the placement variable (X2) obtained an alpha value of 0.670, the work productivity variable (Y) obtained an alpha value of 0.771, thus the reliability measurement of the research variables shows that the reliability measurement meets the requirements.

Discussion of Workload

The following table will explain the indicators of workload.

Table 6. Workload indicators

No	Placement Variable Indicator Strongly	TD	D	DL	A	SA	Average
1.	The level of difficulty of the work that I have not been able to complete in full	0	0	3	54	31	4,28
2.	The workload is high, so overtime is required to complete it.	0	9	3	25	51	4,34
3.	Responsible for the workload assigned by the leader to be completed immediately	0	0	0	65	23	4,26
4.	The work given and done is sometimes not in accordance with the duties and functions of employees	0	0	1	37	50	4,56
5.	My work conditions are not good enough to work in	0	0	0	71	17	4,19
Average							4,32

Source: Primary Data 2023, (processed)

It can be seen that the results of the workload variable for employees of the Banda Sakti Panwascam adhoc agency in Lhokseumawe City have an average value of 4.32 where respondents agree with the workload variable that has been assigned to each employee of the Banda Sakti Panwascam adhoc agency in Lhokseumawe City so that it affects the increase in work productivity of employees of the Banda Sakti Panwascam adhoc agency in Lhokseumawe City.

It can be seen that the level of difficulty of the work carried out has not been fully resolved, this is due to the high workload so that it requires additional time so that the work is completed on time, completing it with a sense of responsibility, incompatibility of work with the duties and functions of employees and the condition of the work is not good enough to do.

In the research, it can also be seen that the indicator of work is sometimes not in line with what is given and the function of employees has a greater value, namely 4.56, where the indicator of work conditions is not good enough to be done obtained a smaller value of 4.19 on the Likert scale. Workloads that are in accordance with employee abilities and education levels will have an impact on increasing employee work productivity. The suitability of workload with employee skills and in accordance with the knowledge possessed or in accordance with the educational background will contribute to increasing employee work productivity.

Placement Discussion

From the research, it can be seen that the placement variable that has been determined by the leadership has an average value of 3.66, which means that the respondents agree that the placement has an effect on employee work productivity, where the appropriate placement can have an impact on increasing employee work productivity so that the work done by employees will be better.

In this study, it can be seen that the respondents' responses regarding the education possessed by employees are in accordance with the positions they hold, the experience they have is in accordance with the employee's work field, the knowledge of the work

field is in accordance with the abilities possessed by employees, the health factor possessed by employees is one of the considerations for employee placement, the physical condition possessed by employees supports the task load given to employees, the age of employees also affects the specifications of employee positions.

This study also states that the education indicator possessed by employees in accordance with the position they hold has a greater value of 3.85, but the experience indicator possessed is in accordance with the employee's work field, which has a smaller value of 3.39 on a Likert scale. Placement in accordance with the fields and abilities possessed by employees and also based on background experience during their time as employees in occupying certain positions will contribute to increasing employee work productivity. The explanation of the placement variable can be explained, namely:

Table 7. Placement Indicator

No	Placement Variable Indicator Strongly	TD	D	DL	A	SA	Average
1.	The education that employees have is in accordance with position he/she holds	0	7	13	45	23	3,95
2.	The experience possessed is in accordance with the employee's field of work	0	28	14	30	16	3,39
3.	Knowledge of the field of work in accordance with the abilities of employees	0	17	16	32	23	3,69
4.	The health factor possessed by employees is one of the considerations for employee placement	0	10	14	52	12	3,75
5.	The physical condition of employees supports the task load given to employees	0	26	13	32	17	3,45
6.	The age of the employee has an effect on the specification of the employee's position	0	17	13	32	26	3,76
Average							3,66

Source: Primary Data 2023, (processed)

Discussion of Employee Work Productivity

Employee work productivity is the output produced by functions or individuals in a particular job or profession. Employee work productivity can be explained as follows:

Table 8. Employee work productivity variables

No	Placement Variable Indicator Strongly	TD	D	DL	A	SA	Average
1.	The realization of the task objectives given by the leader Can be achieved well	0	5	1	47	35	4,27
2.	Planned objectives for various tasks and functions Functions achieved the planned targets	0	9	4	26	49	4,31
3.	Work output produced by employees has increased	0	1	4	33	50	4,50
4.	Input given by employees to the leader or direct supervisor has increased	0	6	1	46	35	4,25
5.	Savings on sources of operational funds	0	9	4	30	45	4,26
	Work productivity is always satisfactory to the management and also stakeholders	0	2	1	52	33	4,32
Average							4,32

Source: Primary Data 2023, (processed)

In this study, it can be seen that the work productivity variable of Panwascam Banda

Sakti adhock agency employees in Lhokseumawe City is valued at 4.31 where respondents agree that the work productivity produced by each employee so far is relatively good in achieving organisational goals.

This can be seen from the respondents' perceptions regarding the realisation of the target tasks given by the leadership can be achieved well, the planned objectives for various tasks and functions achieve the planned targets, the visible output of employees has increased, the suggestions submitted to the leadership / direct supervisor have also increased, there are savings on operational funding sources and the resulting work productivity can always satisfy the leadership and stakeholders.

The results of the study illustrate that the work output indicators produced by employees have increased, namely 4.50, but the input indicators provided by employees to the leadership or direct superiors have increased, obtained a smaller value of 4.25 on a Likert scale unit. The results of this study can be explained that the work productivity produced by employees so far has been quite good, this is due to the duties and functions that are in accordance with the abilities of employees and also the placement of employees in positions that are in accordance with their previous experience.

4. Conclusions

From the results of tests that have been carried out on the problems formulated in the research hypothesis using multiple linear regression tests, it can be concluded that the results of the study jointly prove that workload and placement together have an influence on increasing the work productivity of Panwascam adhock body employees in Banda Sakti District, Lhokseumawe City, where the F-count is 48.040, and the F-table significance $\alpha = 5\%$ is 3.103. So that the results of this study individually prove that workload will have an impact on increasing the work productivity of employees of the Panwascam adhock body in Banda Sakti Subdistrict, Lhokseumawe City, with a regression coefficient value of 0.164. And the results of individual research are proven that placement also affects the increase in work productivity of Panwascam adhock body employees in Banda Sakti Subdistrict, Lhokseumawe City, with a regression coefficient value of 0.176.

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