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#### **Research Article**

# Rangga Adhitia Hermawan<sup>1\*</sup>, Endah Sri Rahayu<sup>2</sup>, Pajar<sup>3</sup> Effect of Position Analysis and Competence on Employee Performance at BPR Prima Sejahtera

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Abstract: Job analysis and employee competence carried out in accordance with the placement will have a positive impact on the organisation, and the wrong one will have a negative impact. For example, among others, it results in the emergence of unrest in the environment of the employees concerned, decreased morale and work passion which of course will be able to reduce employee productivity and work performance. This study uses cross-sectional quantitative research techniques. To find out how the influence between the variables of Position Analysis and Competence on employee performance. by giving questionnaires to employees totalling 34 employees. sampling techniques in this study using saturated samples, namely the entire population is used as a sample because the population is less than 100 people. position analysis has no effect on employee performance, it is hoped that in the future the company can further optimise position analysis in improving employee performance, competency variables affect employee performance, it is hoped that in the future the company can improve employee competence in order to improve its performance.

Keywords: position analysis, competence, performance.

#### Introduction

Human resource management in the current reform era according to Desseler (2003: 36) is 'Strategic Human Resource Management is the linking of Human Resource Management with strategic roles and objectives in order to improve business performance and develop organisational cultures and foster innovation and flexibility'. It can be seen that organisational leaders must link the implementation of human resource management with organisational strategy to improve performance and develop an organisational culture that will support the implementation of innovation and flexibility. Human resources are a very important factor in an organisation, with good human resources, the organisation that is run in it will also be good. Whatever, the form and also the purpose, organisations are made based on various visions for the benefit of humans. (Anggraini et al, 2020).

Performance is the result of the work of each individual in an organisation or company (Budianto, et al, 2023). Employee performance or work performance is the result of work in quality and quantity that has been done by employees in carrying out all tasks that have been given to employees (A. A. P. Mangkunegara 2018). Employee performance can increase and can also decrease depending on the employee's ability to complete work. Performance can increase due to several factors such as job analysis, job evaluation and competence.

Job analysis as part of human resource management is the determination of the content of a position consisting of responsibilities, duties, interrelationships with other positions in a company or organisation Job analysis as part of human resource management in an organisation is the determination of the content of a position (job content) (Harris, 2023). Human resource managers must ascertain what work will be



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done, how it will be done, and what type of work is suitable for the person before the company or organisation selects employees to fill new roles (Semaun, 2019).

Competence is a characteristic that underlies a person related to the effectiveness of individual performance in his job or basic characteristics that have a causal or causal relationship with the criteria used as a reference, effective or excellent or superior performance at work or in certain situations (Haryanto, 2021). Human resource managers must be able to see and develop employee competencies in a company, which is one of the efforts to develop employee potential in order to provide more optimal results to the company.

# Method

This research was conducted at PT. Bank Perkreditan Rakyat Prima Sejahtera located in the South Tangerang area Quantitative research is a research method that uses data in the form of numbers to test predetermined hypotheses. Here are some characteristics of quantitative research: Based on the philosophy of positivism, using research instruments to collect data, Data analysis is quantitative or statistical, Research from beginning to end is fixed, Developing problems that have been found before (Sugiyono, 2020). The sample used in this study used a saturated sample technique, because the entire population of 34 (thirty-four) employees who were in the company was not included in the study PT Bank Perkreditan Rakyat Prima Sejahtera in South Tangerang that were sampled.

### **Results and Discussion**

#### Validity and Reliability Test

For validity testing in this study using a measuring tool in the form of an SPSS For Windows computer program. In each question item in the validity test, compare roount with rtable. The instrument is said to be valid if roount> rtable. But if on the contrary, the instrument is said to be invalid if roount < rtable. rtable can be seen from a significant level of 5%.

Table 1. valuery fest of research valueres				
Variable	item	R Count	R Tabel	Results
Position Analysis	14	0,455 - 0,799	0,338	Valid
Competence	12	0,479 - 0,709	0,338	Valid
Performance	12	0,439 - 0,803	0,338	Valid

Table 1. Validity Test of research variables

It can be seen that each item of the questionnaire variable about Position Analysis (X1) has 14 statements said to be valid. This shows that all questionnaire items are suitable for use in research. Next, it can also be seen that each item of the questionnaire variable about Competence (X2) has 12 statements said to be valid. This shows that all questionnaire items are suitable for use in research. It is also seen that each item of the questionnaire (Y) has 12 statements said to be valid. This shows that all questionnaire items are suitable for use in research. It is also seen that each item of the questionnaire variable about Performance (Y) has 12 statements said to be valid. This shows that all questionnaire items are suitable for use in research.

#### **Reliability Test**

A questionnaire is said to be reliable or reliable when the respondent's answer to the statement is consistent or stable over time. So, the higher the level of reliability of a measuring device, the more stable the measuring device is. In SPSS, facilities are provided to measure reliability with the Cronbach Alpha ( $\alpha$ )

statistical test, a construct or variable is said to be reliable if it provides a Conbarch Alpha value> 0.60 (Ghozali, 2020).

Based on the results of the reliability test, all questionnaires on each variable studied were declared reliable because the Cronbach Alpha value on each variable> 0.60.

Table 2. Reliability test of research variables				
Variable	item	Cronbach	Results	
variable		Alpha		
Position Analysis	14	0,865	Reliable	
Competence	12	0,834	Reliable	
Performance	12	0,838	Reliable	

#### **Normalitiy Test**

# Table 3. Normality TableOne-Sample Kolmogorov-Smirnov Test

		Unstandardized
		Residual
Ν		34
Normal	Mean	0.0000000
Parameters <sup>a,b</sup>		
	Std.	3.11276643
	Deviation	
Most Extreme	Absolute	0.096
Differences		
	Positive	0.096
	Negative	-0.065
Test Statistic		0.096
Asymp. Sig. (2-		.200 <sup>c,d</sup>
tailed)		

In the Kolmogorov Smirnov normality test, residual data is said to be normally distributed if the probability value (significant) is greater than 0.05. Based on the normality test that has been completed by the researcher, as follows It can be seen that the significant value of the SPSS for windows normality test results is 0.200, this value is greater than 0.05 so it can be concluded that the residuals from the research model are normally distributed, thus the normality requirements are met.

#### **Determination Coefficient Test**

The coefficient test is used to determine what percentage of the influence of the independent variables together on the dependent variable. If R square is 0, then in the regression model there is no influence between the independent variable and the dependent variable, but if R square is 1 then in the regression model there is 100% influence between the independent variable and the dependent variable. Based on the results of the determination test using the SPSS for windows application, as follows:

Table 4. Determination Coefficient Table					
		R	Adjusted R	Std. Error of	Durbin-
Mode	R	Square	Square	the Estimate	Watson
1	,620a	,385	,345	321,161	2,140

That the R Square value is 0.671. This shows that there is an effect of job analysis (X1) and competence (X3) on performance (Y) simultaneously by  $0.385 \times 100\% = 38.5\%$  and the remaining 61.5% is influenced by other variables not proposed in this study.

#### T test (Partial)

The t test is used to determine whether the independent variable regression model partially affects the independent. If the sig value  $< \alpha 0.05$  and the regression coefficient is in the same direction as the hypothesis, it is said that the hypothesis is accepted. Based on the results of the t test using the SPSS for windows application, as follows:

Table 5. T test			
Variable	T Count	T table	Significance
Positon Analysis	-0.242	1.69092	0.811
Competence	3,888	1.69092	0.000

In the position analysis variable, the value of tcount < Ttable, namely -0.242 < 1.69092 or a significant value of t  $(0.811) > \alpha = 0.05$ , then Position Analysis (X1) has no effect on Performance (Y) is not significant. This means that H1 is rejected, so it can be concluded that "there is no influence between job analysis partially on employee performance".

While Competence (X2) on Performance (Y) the value of tcount> ttable, namely 3.888 > 1.69092 or a significant value of t (0.000) <  $\alpha = 0.05$  then Competence (X2) on Performance (Y) is significant. This means that H2 is accepted, so it can be concluded "There is a significant influence between Competence partially on employee performance".

#### F Test (Simultaneously)

The F test aims to determine the effect of independent variables simultaneously. If the value of Fhitung < Ftabel then Ha is accepted, meaning that the three independent variables have a significant effect on the dependent variable simultaneously. Meanwhile, if the value of Fcount < Ftabel then H0 is accepted, meaning that all independent variables do not have a significant effect on the dependent variable simultaneously. Based on the F test using the SPSS for windows application, as follows:

Table 6. F test			
F count	F table	Significance	
9,686	3,30	0,001	

That the value of F count> F table is 9,686> 3.30 or sig F value  $(0.001) < \alpha = 0.05$  then the regression analysis model is significant. This means that H1 is accepted, it can be concluded "there is a positive and significant effect of Position Analysis, and competence simultaneously on employee performance".

# Conclusion

Based on the results of the T test (partial) the position analysis variable has no partial effect on the performance variable because the calculated T value (-0.242) < T table (1.69092) with a significance level (0.811) > 0.005. This is in line with the research of Rusly et al, (2023) which states that the position analysis variable has no effect on performance.

Based on the results of the T test (partial), the competency variable has a significant effect on performance because the value of T count (3.888)> T table (1.69092) with a significance level (0.000) <0.005. This is in line with the results of research by Krisnayanti, et al (2024) which states that the work competency variable has a positive and significant effect on employee performance.

Based on the results of the F test (simultaneously), the position analysis and competency variables have a significant effect on employee performance because the value of F count (9.686)> F table (3.30) with a significant level of (0.001) < 0.005. This is in line with the results of Sutarto's research (2022), which says that the variables of job analysis and competence jointly affect employee performance.

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