Merit System in The Placement of Civil Servants and its Effect toward Performance of Sub-district Office in Labuhanbatu Region Nort Sumatera

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Abstract. The Dimensions of Merit system in the placement are the educational background, knowledge, skills, work experience and ethics. This study want to know the influence of the educational background, knowledge, skills, work experience and ethics toward civil servants staffing and the effect of educational background, knowledge, skills, experience and work ethic of civil servants on the performance of the Sub-district office in Labuhanbatu Regency, North Sumatera with staffing as an intervening variable. The population are the elements of leadership at the Sub-district office Labuhanbatu as much as 2 people per section of Sub-district office, finance sub-section, sub-section plan, sections of the government, the development section, safety and hygiene section, social welfare section and public section numbered 108 people. Data analysis techniques in the study is the analysis of the path (path analysis). The data processed by the program LISREL 9.1. The results showed that a significant influence between the educational background, knowledge, skills, experience and work ethic of civil servants on placement of civil servants; a significant influence between educational background, knowledge, skills, work experience, ethics and placement on the performance of the Sub-district office in Labuhanbatu Regency North Sumatera. It is recommended that further enhanced suitability placement with qualified civil servant.

1. Introduction
Sub-district Office at Labuhanbatu Region North Sumatera is a public organization that serves as the spearhead in providing services to the public. Therefore, the Sub-district office in Labuhanbatu Region must show a good performance. To achieve this, it cannot be separated from the placement of human resources properly and appropriately. In other words, putting the civil servants must be in accordance with expertise. Civil servants in all Sub-district Offices Labuhanbatu Region is a servant of the state, known as the Civil Servants already devoted himself to the country and also to the community.

Performance of Sub-district Office in Labuhanbatu Region is the result of processes activities to achieve goals of the organization. The organizational performance is influenced by factors of input and management processes within the organization.

One factor input in improving organizational performance is the placement of the civil servants. If civil servants placement is done correctly and appropriately will have an impact on organizational
performance. One important element in order to improve the performance of the organization is to conduct the placement in accordance with the skills that the civil servants owned. Staffing with attention to civil servants skills known as the merit system in the placement of civil servants. It is common we all know, the apparatus or officials in government agencies pay less attention skills in filling the vacant position, but more likely because of the element of proximity between civil servants with leadership. The mindset like this in the future that must be changed, so that government agencies put forward the performance by doing careful planning and put the civil servants in accordance with the skills they have.

The implementation of merit system in the placement of Civil Servant is also mandated in Constitution Number. 5 of 2014, empathically say that the management of the State Civil Apparatus (ASN) merit-based system of qualification and competence [1]. Placement of a person in a position cannot be due to the proximity considerations, considerations of money or other consideration, consideration should be based on qualifications, competence and performance.

The consequences of the implementation of the merit system in public organization is there should be a standard of competence or performance in the organization. The performance benchmarks measures must be met by an civil servants in accordance with the duties and responsibilities. At its core, merit system method is a form of civil servants placement by considering the factors of education, knowledge, skills, work experience and ethical civil servants. The education level of the previous civil servants should be considered, not only formal education but also the training have been followed. Staffing based on education and training have been followed will contribute better to the performance of the Sub-district Office in Labuhanbatu Region North Sumatera. Knowledge of civil servants also have an important role to staffing, the better the knowledge of the civil servants concerned are expected to bring better performance. A civil servants’ skills also have an important factor in the placement of Civil Servants. In executing the task and the work of a civil servants need skills that support the implementation of a job or a good job, according to the working procedures and can perform work or tasks with expectations and can complete the job or task in accordance with a predetermined time. In addition, skill plays an important role in carrying out the work or task in which the presence of the skills of an administrative civil servants can carry out its tasks and work smoothly and to avoid mistakes that occur in the process of implementation of the work or task.

Work experience should get consideration in the placement. Reality shows that the longer a civil servants worked, the more experience of the civil servants concerned, and otherwise the shorter working period, the less the experience gained. Ethics civil servants’ is also important that becomes consideration in staffing. A civil servants who is a public servant who will fill certain positions should be cleared of misconduct. This is necessary so that they would not commit acts that violate the ethics, such as corruption, sexual harassment and others.

The effectiveness of the Merit System direct impact, positive and significant impact on the performance of the textile companies in East Java [2]. In addition, through the company's performance, the effectiveness of the Merit System significantly influence stakeholder value added. These theoretical findings implies that the key to the company's success lies in the competence of the leadership of the company managing the workforce to work effectively after the competence of strategy formulation for the company's strength lies in the power of human resources. The more effective application of the Merit System in a textile company, the higher the performance of the products of the company concerned and more efficient operating costs incurred. Educational less according approriate for staff recruitment, work experience is also less approriate for recruitment of staff, skill is less approriate for the recruitment of staff, ethics is not approriate for staff recruitment, and length of service is a base of staff recruitment [2].

Based on the above authors are interested to conduct further research titled "Analysis of Merit System in the Placement of Civil Servants and Its Effect toward Performance of Sub-districts Office in Labuhanbatu Region North Sumatera.

2. Problem Formulation
The formulation of the problem in this research are:

- How is the implementation of merits system on placement of civil servants at the Sub-district Office in Labuhanbatu Region North Sumatera.
- Are the educational background, knowledge of civil servants’ skills, work experience of civil servants’ and civil servants ethics significantly effect toward placement of civil servants at the Sub-district Office in Labuhanbatu Region North Sumatera.
- Are the educational background, knowledge of civil servants’ skills, work experience of civil servants’, civil servants ethics and staffing significantly influence the performance of the Sub-district Office in Labuhanbatu Region North Sumatera.

3. Purpose of research
The purpose of this study was to determine and analyze:

- The implementation of the system of merit on placement of civil servant at the sub-district office in Labuhanbatu Region North Sumatera.
- Effect of educational background, knowledge of employees, employee skills, work experience of employees and employee ethics on placement of civil servant at the Sub-district Office in Labuhanbatu Region North Sumatera.
- Effect of educational background, knowledge of employees, employee skills, work experience of employees, employee ethics and placement on the performance at the Sub-district Office in Labuhanbatu Region North Sumatera.

4. Literature Review

4.1. Organizational Performance

The performance of an overview of the level of achievement of the implementation of an activity / program / policy in achieving the goals, objectives, mission and vision of the organization [3]. In addition another opinion stated that the performance is a set of outputs (outcomes) generated by the implementation of certain functions for a certain period [4]. The term is derived from the performance of job performance or the actual performance of the job performance or achievements to be achieved [5]. The performance is a description the level of achievement in the implementation of the program of activities or policies in realizing the goals, objectives, vision and mission of the organization that poured through the strategic planning of an organization [6]. Performance can be known and measured if individual or group of employees have had success criterion or benchmark standards set by the organization.

The performance is an overview of the level of achievement of the implementation of an activity, program, policy in realizing the goals, objectives, mission and vision of the organization [7]. The performance is a success personnel, team, or organizational units in realizing the strategic goal previously set with the behavior expected [8].

The organization's performance can be measured by the criteria of workload, efficiency, effectiveness, and productivity [9]. Workload show the number of workloads are completed. Efficiency indicates the ratio between input and output. Effectiveness shows a comparison between the output and the level of achievement outcome that is after output results obtained. Productivity show number of results achieved in a certain period. Effectiveness is the extent of the resulting output can meet the goals and objectives of management.

4.2. The Relationship between Placement and Organizational Performance

The factor of human resource management becomes one of the factors that influence can be seen on the harmonization of the criteria and conditions for all staff, using psychological tests in the selection of staff, which is essentially a portrait of staffing is appropriate, if the placement is done right then it will result in a good performance for the organization [10]. Placement of employees guided by the principle of placing the right people in the right place and placing the right person for the right
position or the right man in the right place and in the right man behind in the right job will give influence on organizational performance [11].

4.3. Merits System in Placement
The placement is the assignment or reassignment of an employee to a new job [12]. The work placement is the process of giving tasks and jobs to employees who pass the selection process to be carried out according to the scope that has been set, and to be able to account for all the risks and possibilities that occur on job duties, authority as well as responsibility [13]. Placement is the process of assignment / reassignment for filling the positions or employees on assignment / new positions or different positions [14].

In the placement of employees should consider the following factors [15]:

4.3.1. Background Education
Background Education academic achievement owned labour during the previous education should be considered, particularly in employment is to solve the work, as well as carrying the authority and responsibility to consider academic. Achievement is not limited to the last level of education but include education he had ever experienced.

4.3.2. Knowledge of Job
Knowledge is a human senses, or know somebody result of the object through its senses (eyes, nose, ears, etc.). Knowledge is the result of the idea, and this occurred after people perform sensing on a specific object. This sensing occurs through the human senses, the senses of sight, hearing, smell, taste and touch. There are six (6) levels of knowledge covered in the cognitive domain, namely a) Know; b) Understanding; c) Applications; d Analysis; e. Consistency; and f) Evaluation

4.3.3. Skill
Skills are the skills or expertise to do the job only be obtained in practice, work skills can be grouped three categories, namely : a)Mental skills such as analysis, decision-making, counting, memorizing; b). Physical skills, such as skills related to the job; c) Social skills, i.e. as can affect others, speeches, offers of goods, etc.

4.3.4. Work Experience
Work experience is a job or position that had been occupied earlier during a certain period of time.

4.3.5. Ethics
Ethics is an act beliefs about right and wrong, or good actions and bad, that affects other things.

5. Conceptual Framework
Figure 1 shows the conceptual framework.
6. Hypothesis

- The educational background, knowledge of civil servants, civil servants skills, work experience of civil servants and civil servants ethics positive and significant impact on the placement at the Sub-district Office in Labuhanbatu Region North Sumatera.
- The educational background, knowledge of civil servants, civil servants skills, work experience of civil servants, civil servants ethics and placement positive and significant impact on the performance of the Sub-district Office in Labuhanbatu Region North Sumatera.

7. Research Methodology

7.1. Population and Sample
The population in this study are civil servants as elements of leadership at the Sub-district office in Labuhanbatu Region as much as two civil servants’ per section in each sub-Sub-district offices, namely sub finance section, sub-section plan, sections of the government, the section of development, public security section, social welfare section, so totaling 108 people.

7.2. Data Collection Technique
Data collection techniques in this research is to use the questionnaire method, i.e. the collection of data and descriptions by distributing questionnaires to the respondents related to the research variables.

7.3. Data Analysis Technique
Data analysis techniques in research is descriptive analysis and path analysis (path analysis). Analysis of the path (Path Analysis), which is to determine the extent of the effect of variable cause of exogenous i.e. educational background, knowledge, skills, work experience and ethics to the causal variables (endogenous).

7.4. Research of Instrument
This research used a questionnaire-shaped instrument that can be used to measure the research variables. The measurement variable as follows:

Table 1. Measurement variables of research of Instrument

| Variables                | Indikator                                      | Measurement Scale |
|--------------------------|-----------------------------------------------|-------------------|
| Performance              | Input                                         | Likert Scale      |
|                          | Proses                                        |                   |
|                          | Output                                        |                   |
|                          | Outcome                                       |                   |
|                          | Impact                                        |                   |
| Educational Background   | Educational Background and Job Match           | Likert Scale      |
|                          | Knowledge and Job Match                       |                   |
|                          | Training                                      |                   |
|                          | Insight                                       |                   |
| Knowledge                | Knows                                         | Likert Scale      |
|                          | Understanding                                 |                   |
|                          | Application                                   |                   |
|                          | Analysis                                      |                   |
|                          | Evaluation                                    |                   |
| Skill                    | Pysics                                       | Likert Scale      |
|                          | Mental                                        |                   |
|                          | Social                                        |                   |
Table 1. Cont.

| Work Experience | Likert Scale |
|-----------------|--------------|
| Working without a doubt | Quick response |
| Calm in the works | Able to face difficulties in work |

| Ethics | Likert Scale |
|--------|--------------|
| Not misconduct | Maintaining Modesty |
| Do not do anything that violates the rules |

| Placement | Likert Scale |
|-----------|--------------|
| Conformity placement with educational background |
| Conformity placement with knowledge |
| Conformity placement with skills |
| Conformity placements with work experience |
| Conformity placement with ethics |

8. Result and Discussion

8.1. Descriptive Analysis of Implementation Merit System in Sub District Office in Labuhanbatu Region

Descriptive analysis of research variables can be seen in the following table:

Table 2. Distribution Educational Background, Knowledge, Skill, Work Experience, Ethics, Placement and Performance

| Variables          | Average Scores | Level of Achievement of Respondents | Criteria |
|--------------------|----------------|-------------------------------------|----------|
| Performance        | 4,19           | 83,70                               | Good     |
| Educational Background | 3,99      | 79,77                               | Enough   |
| Knowledge          | 3,99           | 79,81                               | Enough   |
| Skill              | 3,95           | 79,01                               | Enough   |
| Work Experience    | 4,13           | 82,59                               | Enough   |
| Ethics             | 4,06           | 81,11                               | Good     |
| Placement          | 3,94           | 78,81                               | Enough   |

Table 2 shows that performance of Sub-district Office in Labuhanbatu Region in good categories by Level of Achievement of Respondents 83.70%. However, if we look at per indicator, the statement in the placement process is carried out in accordance with the vision, mission, and objectives of the Sub-district Office where I work is still in the category enough.

The average score of the educational background of 3.99 with the Achievement Level Respondents (TCR) of 79.77%. This shows that the educational background of employees at the Sub-district Office in Labuhanbatu Region in the category enough, but close well. Statements that have an average low score was “I have very supportive of my work success in work”. It show that there are many civil servants who lack good insight with regard to the current work. Followed by the statement "I often take part in education and training (training) to support my performance" which had an average score of 3.95. This means that civil servants is not maximized in training related to the duties that exist today.

The average scores of civil servants knowledge of Sub-district Office in Labuhanbatu Region had an average score of 3.99 with the level of achievement of Respondents rate amounted to 79.81%. This
indicates that civil servants knowledge of Sub-district Sub-district Office in Labuhanbatu Region in the category, enough. Knowledge of a civil servants who has an average low score is the knowledge of the principal tasks and able to use the office facilities including a computer properly. Followed by employee knowledge on how to evaluate a good job.

The average scores of civil servants skills of 3.95 with an Achievement Level Respondents amounted to 79.01%. This shows that a civil servants skills in Sub-district Office in Labuhanbatu still in the category enough. When viewed from the distribution of the questionnaire showed that skills in using office facilities and has enough stamina to work have an average to its lowest score of 3.85. This shows that there are many civil servants’ who are less skilled in the use of office facilities and has enough stamina to work. This was followed by a statement has the ability to communicate, cooperate with others with an average score of 3.96.

For work experience of civil servants shows that the majority of respondents claimed to have a good working experience at the Sub-district Office in Labuhan. This is evident from the average score of 4.13 with the Achievement Level Respondents (TCR) of 82.59. This suggests that the experience of civil servants’ working at the Sub-district Office in Labuhanbatu Region entered into criteria Good. When viewed in the distribution of the questionnaire showed that, respondents most low is responsive and quick in completing the work.

For variable ethics shows that the average score of 4.06 with Achievement Level Respondents amounted to 81.11. This shows that the ethics of civil servants’ at the Sub-district Office in Labuhanbatu fulfill the criteria Good. If seen the distribution of questionnaires showed that the average score of the lowest in the rule violation is not working. While the highest mean score is never misconduct (corruption, violating the norm) in the work.

For the placement of civil servants shows that staffing at the Sub-district Office Se-Sub-district Labuhanbatu included in the criteria, please. This is evident from the average score of 3.94 Achievement Level Respondents premises at 78.81. Responder lowest is a position / positions held in accordance with work experience possessed civil servants’ with an average score of 3.61. Then position / positions held in accordance with the skills to have an average score of 3.92 and ethics of civil servants’ in the work that into consideration when putting me to occupy a position has an average score of 3.97.

8.2. Tes Model

The theoretical model structures that have formed were analyzed using software Lisrel. With series of process data analysis using software lisrel computational results obtained as follows:
The hypothesis of research that shows there is influence between educational background, knowledge, skills, experience and work ethic of the civil servants placement throughout the Sub-district office Sub-districts Labuhanbatu Region can be seen from the path diagram. In a significant relationship t-value must be greater than t-table. Significant relationships will be indicated with a t-value black on a path diagram with values $\geq 1.96$. While no significant relationship characterized by the t-value red in the path diagram with values below $<1.96$. In diagram above we can see that all of the exogenous variables have a significant effect on endogenous variables. The results showed that educational background has a value of t-value of 2.11 ($2.11 \geq 1.96$), it indicates that proved a significant influence between the educational background of the placement of the civil servants. This means that in putting civil servants’, education background is something that has been considered by the Office of Sub-districts in Labuhanbatu Region. Civil servants knowledge has a value of t-value of 3.76, it indicates that the value t value of 3.76 is greater than 1.96. In other words that the knowledge civil servants have influence on placement. Skills has a value of 2.42 t-value, it indicates that the t-value of 2.42 is greater than 1.96. In other words, a significant influence between the skills of the placement of the civil servants. For variable work experience has a value of t-value of 3.75. This indicates that the value of the t-value of 3.75 is greater than 1.96, in other words, a significant difference between the experiences of working on the placement of the civil servants. Furthermore, civil servants ethics also affect placement, t-value of 2.64 indicates that the value of the t-value greater than 1.96, in other words, a significant difference between the ethics of civil servants on placement at the Sub-district Office in Labuhanbatu Region.

Hypothesis test results on the effect of educational background, knowledge, skills, and work experience ethics of civil servants’ and placement of civil servants to the performance of the Sub-district office indicate that all exogenous variables have an influence on the performance at the Sub-district Office in Labuhanbatu Region. For educational background variables obtained t-value of 3.21 ($3.21 \geq 1.96$), in other words there is significant relationship between educational background with the performance. Civil servants knowledge with t-value of 2:14 ($2.14 \geq 1.96$), this means that there is a significant effect between civil servants knowledge with the performance of the Sub-district Office in Labuhanbatu Sub-district. Civil servants have the skills t-value of 2:23 ($2.23 \geq 1.96$), in other words there is a significant effect between civil servants skills possessed by the performance of the Sub-district office in Labuhanbatu Region. Work experience obtained t-value of 2.27 ($2.27 \geq 1.96$), in other words, work experience have a significant effect on the performance of the Sub-district Office in Labuhanbatu Region. Furthermore, placement has a t-value of 2.49 ($2.49 \geq 1.96$), in other words, a significant effect between placement to the performance at Sub-district office in Labuhanbatu Region. The last, ethical civil servants have a t-value of 2.08 ($2.08 \geq 1.96$), this means a significant effect between the ethics of civil servants’ on the performance of the Sub-district office in Labuhanbatu Region.

Based on the hypothesis that has been stated previously proved that the exogenous variables affect the endogenous variables.

| Path                                | t-value | Estimation | Results |
|-------------------------------------|---------|------------|---------|
| Educational Background > Placement  | 2.11    | 0.22       | Accepted|
| Knowledge > Placement               | 3.76    | 0.29       | Accepted|
| Skill > Placement                   | 2.42    | 0.25       | Accepted|
| Work Experience > Placement         | 3.75    | 0.26       | Accepted|
| Ethics > Placement                  | 2.64    | 0.24       | Accepted|
| Educational Background > Performance | 3.21 | 0.29       | Accepted|
| Knowledge > Performance             | 2.14    | 0.15       | Accepted|
| Skill > Performance                 | 2.23    | 0.20       | Accepted|
| Work Experience > Performance       | 2.27    | 0.14       | Accepted|
9. Conclusions
The results showed that educational background, knowledge of civil servants, skills, work experience and civil servants ethics significant effect on placement at the Sub-district Office in Labuhanbatu Region. Educational background, knowledge of civil servants, skills, work experience, ethics and the placement of civil servants positive and significant impact on the performance of the Sub-district office in Labuhanbatu Region.

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