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The Effect of Employee Placement on the Job Satisfaction of State Civil Apparatus (ASN) at the Regional Personnel and Human Resources Development Agency (BKPSDM) of Padang City

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Abstract

Employee placement in public institutions has received increasing scholarly attention; however, studies focusing on local personnel agencies remain limited. This study aims to analyze the effect of employee placement on job satisfaction among State Civil Apparatus (ASN) at the Regional Personnel and Human Resources Development Agency of Padang City. A quantitative approach was employed using an associative survey design, involving 30 respondents selected through saturated sampling. Data were collected through questionnaires and interviews and analyzed using descriptive statistics, simple linear regression, t-test, and coefficient of determination with SPSS. The findings indicate that employee placement has a positive and significant effect on ASN job satisfaction, as shown by a t-count of 7.849 and a significance value of 0.000. The R Square value of 0.688 indicates that employee placement explains 68.8% of the variance in job satisfaction, while the remaining 31.2% is influenced by other factors. These findings demonstrate that appropriate employee placement is a crucial factor in improving ASN job satisfaction. Theoretically, this study

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contributes to public human resource management literature, particularly in relation to person–job fit and merit-based placement. Practically, the findings imply the need to strengthen competency-based placement policies to support more effective, fair, and performance-oriented personnel management in local government institutions.

Keywords: Employee Placement; Job Satisfaction; State Civil Apparatus; Merit System; Public Human Resource Management

INTRODUCTION

Human resources are a central element in determining the effectiveness of public organizations. In government institutions, the quality of public service is closely related to the competence, professionalism, and job satisfaction of civil servants who carry out administrative and service functions. Public sector employees are expected not only to complete routine bureaucratic tasks, but also to provide services that are responsive, accountable, and oriented toward public needs. For this reason, public human resource management must ensure that employees are placed in positions that correspond to their qualifications, competencies, and professional capacities (OECD, 2023; World Bank, 2023).

Employee placement is one of the most important aspects of human resource management because it determines the suitability between individual capacity and job demands. The principle of "the right person in the right place" reflects the need to assign employees to positions that match their educational background, skills, and work experience. Hasibuan (2020) explains that employee placement is an activity of assigning employees to appropriate positions so that they can work effectively and efficiently. This view is in line with the concept of person–job fit, which emphasizes the compatibility between employees' knowledge, abilities, and job requirements (Cable & DeRue, 2002; Edwards, 2008; Kristof-Brown et al., 2005).

The issue of employee placement is also important in the context of public bureaucracy reform. Civil service management in many countries is directed toward merit-based systems that prioritize qualifications, competence, performance, and fairness in staffing decisions. The OECD (2023) emphasizes that professional public employment management requires transparent recruitment, competency-based placement, and fair career development. In Indonesia, Law Number 5 of 2014 concerning the State Civil Apparatus

states that ASN management must be based on a merit system, namely policies and management practices grounded in qualifications, competencies, and performance in a fair and objective manner.

Proper employee placement is closely related to job satisfaction. Job satisfaction refers to employees' positive feelings toward their work, which are influenced by job characteristics, fairness, workload, organizational support, and suitability between individual capacity and work demands (Robbins & Judge, 2019). Employees who are placed in positions relevant to their competence tend to feel more confident, motivated, and psychologically comfortable in performing their duties. Conversely, placement that does not match educational background or expertise may cause role ambiguity, work stress, and dissatisfaction (Bakker & Demerouti, 2017; Podsakoff et al., 2007).

Several studies have confirmed the relationship between placement suitability and job satisfaction. Research on person–job fit shows that employees whose abilities are aligned with job demands tend to demonstrate higher job satisfaction, stronger organizational commitment, and better performance (Kristof-Brown et al., 2005; Su et al., 2015). Other studies also indicate that the suitability of work placement contributes to employees' motivation and organizational effectiveness (Alniacik et al., 2013; Bakotic, 2016). These findings strengthen the argument that employee placement is not merely an administrative process, but a strategic factor that influences employee attitudes and organizational outcomes.

However, previous studies have generally focused on employee placement in private organizations, general public institutions, or broader organizational contexts. Limited attention has been given to employee placement within local government personnel agencies, particularly agencies that are directly responsible for managing civil servant development, transfer, assessment, and career planning. This gap is important because personnel agencies should ideally become a model for implementing competency-based and merit-based placement. Therefore, examining employee placement in such institutions provides a more specific contribution to the study of public human resource management.

The Regional Personnel and Human Resources Development Agency of Padang City is a strategic institution responsible for managing ASN within the Padang City Government. This agency has duties related to employee planning, development, assessment, mutation, and career management. Ideally, employee placement within this agency should reflect the

principles of competence, educational qualification, and merit-based management. Nevertheless, personnel data in 2025 show that the agency still faces challenges in aligning employees' educational backgrounds with the positions they occupy.

Based on BKPSDM Padang City personnel data in 2025, there were 58 ASN with diverse educational backgrounds, ranging from junior high school to postgraduate education. These employees occupied structural, functional, and administrative positions. The diversity of education and position types requires careful placement policies so that each employee can perform tasks in accordance with his or her competence. The processed data show that 35 employees, or 60.3%, were placed in positions relevant to their educational background, while 23 employees, or 39.7%, were placed in positions that were not fully aligned with their education. This condition indicates that employee placement at BKPSDM Padang City has not fully reflected the principle of the right person in the right place.

Preliminary interviews conducted by the researcher also indicated that some employees felt their workload and job responsibilities were not proportional to their educational background. Several employees with administrative educational backgrounds were assigned to technical positions, while others experienced the opposite condition. Such mismatch may create discomfort, increase psychological pressure, and reduce satisfaction with placement policies. This phenomenon shows the need for a more comprehensive evaluation of ASN placement practices, particularly in relation to the implementation of the merit system and employee job satisfaction.

Based on these issues, this study aims to analyze the effect of employee placement on the job satisfaction of State Civil Apparatus at the Regional Personnel and Human Resources Development Agency of Padang City. The novelty of this study lies in its focus on a local government personnel agency, which has a strategic role in implementing ASN management policies. The findings are expected to provide empirical evidence regarding the relationship between employee placement and job satisfaction, as well as practical input for improving placement policies based on competence, educational qualifications, and the merit system.

METHODS

This study used a quantitative approach with an associative method to examine the effect of employee placement on job satisfaction among State Civil Apparatus at the Regional

Personnel and Human Resources Development Agency of Padang City. A quantitative approach was selected because the study aimed to test a hypothesis by measuring the relationship between variables using numerical data and statistical analysis. Sugiyono (2022) explains that quantitative research is based on the positivist paradigm and is used to examine specific populations or samples through research instruments and statistical procedures. The associative method was considered appropriate because this study investigated the influence of one independent variable, namely employee placement, on one dependent variable, namely job satisfaction. The research was conducted at BKPSDM Padang City, located at Komp. Balai Kota Padang, Jl. Bagindo Aziz Chan By Pass KM 15 Aie Pacah, Padang, West Sumatra.

The population of this study consisted of all civil servants at BKPSDM Padang City. The sampling technique used was saturated sampling, in which all members of the accessible population were included as research respondents. Sugiyono (2022) states that saturated sampling is appropriate when all members of a population are used as samples, especially when the population size is relatively limited. In this study, the sample consisted of 30 ASN at BKPSDM Padang City. The primary data were collected through questionnaires and direct interviews, while secondary data were obtained from books, journals, documents, articles, and institutional records relevant to employee placement and job satisfaction. The questionnaire was designed using a four-point Likert scale consisting of strongly agree, agree, disagree, and strongly disagree. The employee placement variable was measured through indicators of education, knowledge, work skills, and work experience, while job satisfaction was measured through indicators of organizational policy, relationship with supervisors, working conditions, salary and benefits, and relationship with co-workers.

The research instrument was tested through validity and reliability procedures before being used for data analysis. The validity test was conducted using Pearson Product Moment correlation by comparing the calculated r-value with the r-table value or by examining the significance value at the 0.05 level. The reliability test was conducted using Cronbach's Alpha, with a coefficient above 0.60 indicating that the instrument was reliable. The data were analyzed using SPSS version 26 through descriptive statistics and simple linear regression analysis. Before hypothesis testing, classical assumption tests were conducted, including normality, linearity, and heteroscedasticity tests, to ensure that the regression model met the required statistical assumptions. The hypothesis was tested using the t-test to determine whether employee placement had a significant effect on job satisfaction. In addition, the

coefficient of determination was used to identify the percentage of contribution made by employee placement in explaining variations in job satisfaction among ASN at BKPSDM Padang City.

RESULTS

1. Respondent Characteristics

The respondents in this study were 30 State Civil Apparatus at the Regional Personnel and Human Resources Development Agency of Padang City. The characteristics of respondents were analyzed based on gender and age to provide an initial overview of the research participants. Based on gender, the respondents consisted of 10 male employees and 20 female employees. This shows that the respondents were dominated by female employees, with a percentage of 66.7%, while male employees represented 33.3% of the total respondents. The distribution of respondents by gender is presented in Table 1.

Table 1. Respondents Based on Gender

No.	Gender	Frequency	Percentage
1	Male	10	33.3%
2	Female	20	66.7%
Total		30	100%

Source: Primary data processed, 2026.

Based on Table 1, most respondents were female. However, both male and female respondents contributed equally to providing information related to employee placement and job satisfaction. Therefore, gender differences in this study were not treated as a barrier to obtaining objective data, but as a characteristic that enriches the diversity of respondents' perspectives.

The respondents also varied in terms of age. The largest age group was 31–40 years, consisting of 10 respondents or 33.3%. Meanwhile, respondents aged 20–30 years and 41–50 years each consisted of 9 respondents or 30%. The smallest group was respondents aged 51–60 years, consisting of 2 respondents or 6.7%. The age distribution of respondents is presented in Table 2.

Table 2. Respondents Based on Age

No.	Age	Frequency	Percentage
1	20–30 years	9	30.0%
2	31–40 years	10	33.3%

No.	Age	Frequency	Percentage
3	41–50 years	9	30.0%
4	51–60 years	2	6.7%
Total		30	100%

Source: Primary data processed, 2026.

Table 2 shows that respondents came from different age groups. This condition indicates that the data were obtained from employees with diverse levels of work experience and maturity. Employees aged 31–40 years were the dominant group, suggesting that most respondents were in a productive age range and had relatively sufficient work experience to assess employee placement and job satisfaction.

2. Instrument Validity and Reliability Test

The validity test was conducted to determine whether each questionnaire item could properly measure the intended variable. The test used Pearson Product Moment correlation. With 30 respondents, the degree of freedom was calculated as df = n – 2 = 28. The r-table value used in this study was 0.468. An item was declared valid if the calculated r-value was greater than the r-table value. The validity test results for the employee placement variable are shown in Table 3.

Table 3. Validity Test of Employee Placement Variable

Item	r-count	r-table	Description
X1	0.856	0.468	Valid
X2	0.878	0.468	Valid
X3	0.570	0.468	Valid
X4	0.878	0.468	Valid
X5	0.982	0.468	Valid
X6	0.856	0.468	Valid
X7	0.878	0.468	Valid
X8	0.570	0.468	Valid

Source: Primary data processed using SPSS 21, 2026.

Based on Table 3, all items in the employee placement variable had r-count values greater than the r-table value of 0.468. Therefore, all eight items measuring employee placement were declared valid and appropriate for further analysis.

The validity test was also conducted on the job satisfaction variable. The results show that all ten items had r-count values greater than the r-table value. The validity test results for the job satisfaction variable are presented in Table 4.

Table 4. Validity Test of ASN Job Satisfaction Variable

Item	r-count	r-table	Description
Y1	0.878	0.468	Valid
Y2	0.982	0.468	Valid
Y3	0.878	0.468	Valid
Y4	0.856	0.468	Valid
Y5	0.798	0.468	Valid
Y6	0.522	0.468	Valid
Y7	0.856	0.468	Valid
Y8	0.891	0.468	Valid
Y9	0.878	0.468	Valid
Y10	0.757	0.468	Valid

Source: Primary data processed using SPSS 21, 2026.

Table 4 indicates that all items measuring ASN job satisfaction were valid. The highest r-count was found in item Y2 with a value of 0.982, while the lowest r-count was found in item Y6 with a value of 0.522. Since all values exceeded the r-table value, the job satisfaction instrument was considered valid.

After the validity test, a reliability test was conducted using Cronbach's Alpha. An instrument is considered reliable if the Cronbach's Alpha value is greater than 0.600. The reliability test results are presented in Table 5.

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	Reliability Standard	Description
Employee Placement	0.950	0.600	Reliable
ASN Job Satisfaction	0.950	0.600	Reliable

Source: Primary data processed using SPSS 21, 2026.

Based on Table 5, both variables had Cronbach's Alpha values of 0.950. These values are higher than the minimum reliability standard of 0.600. Thus, the questionnaire items used to measure employee placement and ASN job satisfaction were reliable and had strong internal consistency.

3. Descriptive Analysis of Employee Placement

Descriptive analysis was conducted to determine the tendency of respondents' answers to each item in the questionnaire. The interpretation criteria used in this study were based on the following interval calculation:

$$RS = (\text{highest score} - \text{lowest score}) / \text{number of categories}$$

$$RS = (4 - 1) / 4 = 0.75 \ (1)$$

Based on this calculation, the interpretation categories were as follows: 1.00–1.75 = very low, 1.76–2.50 = low, 2.51–3.25 = moderate, and 3.26–4.00 = high. The descriptive results for the employee placement variable are presented in Table 6.

Table 6. Respondents' Responses to Employee Placement

No.	Statement	Mean	Category
X1	My educational level is suitable for the position I occupy.	3.43	High
X2	My educational background is relevant to my current job.	3.33	High
X3	My knowledge of the main duties and functions of the position helps me complete my work.	3.40	High
X4	My placement was based on the knowledge I have in the related field.	3.27	High
X5	I have the skills needed to perform my current job.	3.23	Moderate
X6	My placement has considered my technical abilities.	3.33	High
X7	I was placed in a position suitable for my previous work experience.	3.03	Moderate
X8	My placement is relevant to my previous work experience.	3.07	Moderate
	Total Mean	3.26	High

Source: Primary data processed using SPSS, 2026.

Table 6 shows that the total mean score of the employee placement variable was 3.26, which falls into the high category. This indicates that, in general, respondents perceived employee placement at BKPSDM Padang City as good. The highest mean score was found in item X1, which indicates that respondents generally considered their educational level suitable for their position. Meanwhile, the lowest mean score was found in item X7, indicating that placement based on previous work experience still needs improvement.

4. Descriptive Analysis of ASN Job Satisfaction

The descriptive analysis of ASN job satisfaction was conducted to determine the respondents' level of satisfaction with organizational policy, relationship with supervisors, working conditions, salary and benefits, and relationship with co-workers. The results are shown in Table 7.

Table 7. Respondents' Responses to ASN Job Satisfaction

No.	Statement	Mean	Category
Y1	The policies established in the institution are clear and easy to understand.	3.17	Moderate
Y2	Work procedures in this institution support the smooth implementation of tasks.	3.20	Moderate
Y3	I have a good working relationship with my supervisor.	3.30	High
Y4	My supervisor provides clear directions in carrying out tasks.	3.33	High
Y5	My work environment is comfortable for carrying out tasks.	3.17	Moderate
Y6	The available work facilities support task completion.	3.00	Moderate
Y7	The salary I receive is appropriate to my workload.	3.07	Moderate
Y8	The benefits provided by the institution are adequate.	3.00	Moderate

No.	Statement	Mean	Category
Y9	I have a good relationship with co-workers.	3.30	High
Y10	My co-workers help each other in completing tasks.	3.33	High
Total Mean		3.19	Moderate

Source: Primary data processed using SPSS, 2026.

Based on Table 7, the total mean score of ASN job satisfaction was 3.19, which is categorized as moderate. This result indicates that ASN job satisfaction at BKPSDM Padang City was generally good but had not yet reached the high category. The highest mean scores were found in items Y4 and Y10, each with a mean of 3.33. This shows that respondents felt they received clear direction from supervisors and had supportive relationships with co-workers. Meanwhile, items Y6 and Y8 had the lowest mean scores of 3.00, indicating that work facilities and benefits still need attention.

5. Classical Assumption Test

Before conducting simple linear regression analysis, several classical assumption tests were conducted, including normality, linearity, heteroscedasticity, and autocorrelation tests. These tests were used to ensure that the regression model met the statistical requirements for further hypothesis testing.

The normality test was conducted using a histogram of regression residuals. The histogram showed that the residual data formed a pattern that was close to a bell-shaped curve. The distribution was not excessively skewed to the left or right, indicating that the data were normally distributed. Therefore, the normality assumption was fulfilled. The histogram result is shown in Figure 1.

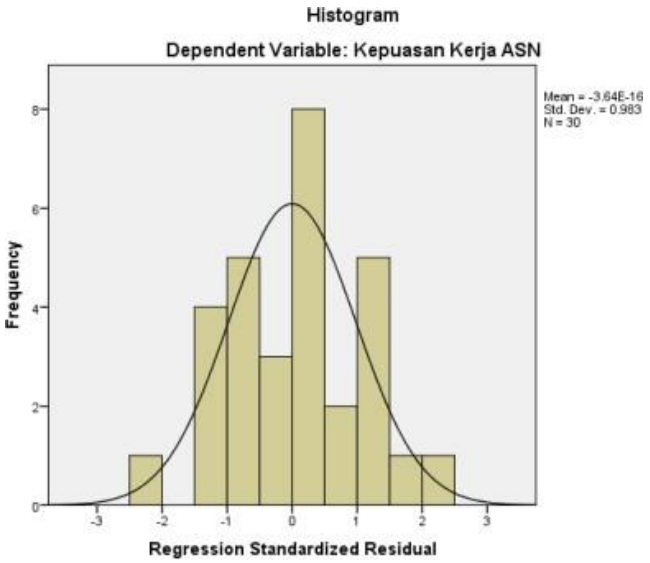


Figure 1. Histogram of Normality Test

Source: Data processed using SPSS 21, 2026.

The linearity test was conducted using a P-P plot. The result showed that the points were distributed around a straight diagonal line. This indicates that the relationship between employee placement and ASN job satisfaction was linear. Therefore, the data met the linearity assumption and could be analyzed using simple linear regression. The result of the linearity test is presented in Figure 2.

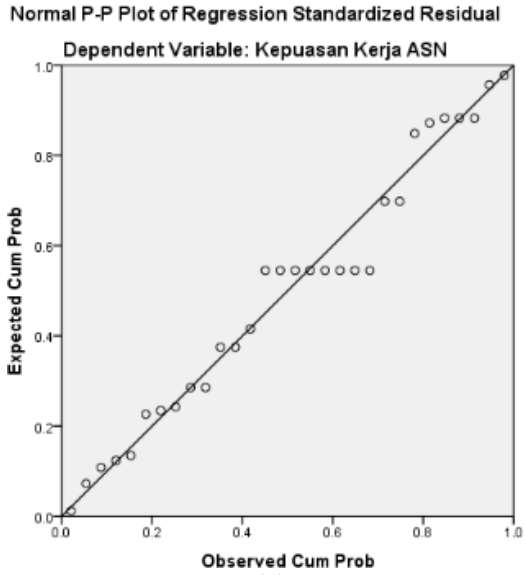


Figure 2. Linearity Test Using P-P Plot

Source: Data processed using SPSS 21, 2026.

The heteroscedasticity test was conducted using a scatterplot between the standardized predicted value and the studentized residual. The scatterplot showed that the points were randomly distributed and did not form a particular pattern. The points were also spread above and below zero on the Y-axis. Therefore, it can be concluded that there was no heteroscedasticity in the regression model. The result is shown in Figure 3.

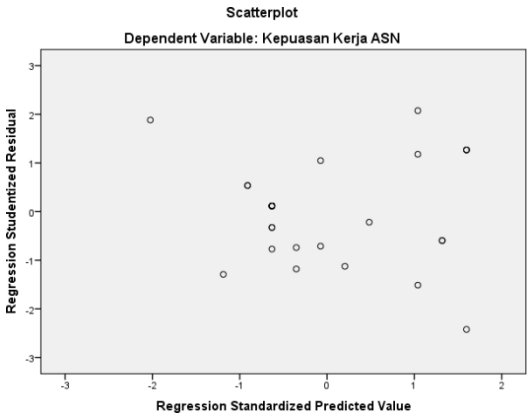


Figure 3. Heteroscedasticity Test Using Scatterplot

Source: Data processed using SPSS 21, 2026.

The autocorrelation test was conducted using the Durbin-Watson method. The result showed that the Durbin-Watson value was 1.943, which is close to 2. This indicates that

there was no autocorrelation problem in the regression model. The result of the autocorrelation test is presented in Table 8.

Table 8. Autocorrelation Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.829	0.688	0.676	2.31308	1.943

a. Predictors: Employee Placement

b. Dependent Variable: ASN Job Satisfaction

Source: Primary data processed using SPSS 21, 2026.

Based on Table 8, the Durbin-Watson value of 1.943 indicates that the regression model did not experience autocorrelation. Therefore, the model was appropriate for further regression analysis.

6. Simple Linear Regression Analysis

Simple linear regression analysis was conducted to determine the effect of employee placement on ASN job satisfaction. The regression equation used in this study is presented as follows:

$$Y = a + bX \quad (2)$$

In this equation, Y represents ASN job satisfaction, a represents the constant, b represents the regression coefficient, and X represents employee placement. Based on the SPSS output, the regression equation obtained in this study was:

$$Y = 7.202 + 0.939X \quad (3)$$

The constant value of 7.202 indicates that if employee placement is assumed to be zero, ASN job satisfaction would remain at 7.202. Meanwhile, the regression coefficient of 0.939 indicates that every one-unit increase in employee placement would increase ASN job satisfaction by 0.939 points. Since the coefficient is positive, the relationship between employee placement and ASN job satisfaction is positive. This means that better employee placement tends to increase ASN job satisfaction.

7. Hypothesis Test

The hypothesis was tested using the t-test to determine whether employee placement had a significant effect on ASN job satisfaction. The significance level used in this study was 0.05. With 30 respondents, the degree of freedom was df = n – 2 = 28. The t-table value was

2.048. The result showed that the t-count value for employee placement was 7.849 with a significance value of 0.000.

Because the t-count value was greater than the t-table value, namely 7.849 > 2.048, and the significance value was lower than 0.05, namely 0.000 < 0.05, the null hypothesis was rejected and the alternative hypothesis was accepted. This result indicates that employee placement has a positive and significant effect on ASN job satisfaction at BKPSDM Padang City.

a. Coefficient of Determination

The coefficient of determination was used to determine the extent to which employee placement explains variations in ASN job satisfaction. The result of the determination test is presented in Table 9.

Table 9. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.829	0.688	0.676	2.31308

a. Predictors: Employee Placement

b. Dependent Variable: ASN Job Satisfaction

Source: Primary data processed using SPSS 21, 2026.

Based on Table 9, the R value was 0.829, indicating a very strong relationship between employee placement and ASN job satisfaction. The R Square value was 0.688, meaning that employee placement explained 68.8% of the variation in ASN job satisfaction. Meanwhile, the remaining 31.2% was influenced by other variables outside this study.

The coefficient of determination was calculated using the following formula:

$$KD = R^2 \times 100\% \quad (4)$$

$$KD = 0.688 \times 100\% = 68.8\% \quad (5)$$

This result shows that employee placement made a strong contribution to ASN job satisfaction. Therefore, the more appropriate the placement of employees, the higher the job satisfaction of ASN at BKPSDM Padang City.

b. Model Feasibility Test

The model feasibility test was conducted using the ANOVA test. The result showed that the F-count value was 61.614 with a significance value of 0.000. Since the significance

value was lower than 0.05, the regression model was considered feasible to explain the effect of employee placement on ASN job satisfaction.

Table 10. ANOVA Test Results

Model	F	Sig.
Regression	61.614	0.000

a. Dependent Variable: ASN Job Satisfaction

b. Predictors: Employee Placement

Source: Primary data processed using SPSS 21, 2026.

Based on Table 10, the significance value of 0.000 indicates that the regression model is statistically significant. Therefore, employee placement can be used as a predictor of ASN job satisfaction. The result also confirms that the research model is appropriate for explaining the relationship between the two variables studied.

DISCUSSION

The findings of this study indicate that employee placement at the Regional Personnel and Human Resources Development Agency (BKPSDM) of Padang City was generally perceived positively by respondents, with an average score of 3.26, which falls within the high category. This result suggests that the institution has attempted to implement employee placement based on educational background, knowledge, work skills, and previous experience. Nevertheless, several indicators related to work experience and technical suitability were only categorized as moderate, indicating that the principle of "the right person in the right place" has not been fully implemented.

The results also show that the job satisfaction of State Civil Apparatus (ASN) was in the moderate category, with an overall mean score of 3.19. Although respondents expressed satisfaction regarding relationships with supervisors and co-workers, several dimensions, particularly salary, benefits, and work facilities, still require improvement. This finding implies that employees generally feel comfortable in their work environment, but certain organizational aspects still limit the achievement of higher levels of job satisfaction.

The regression analysis demonstrates that employee placement has a positive and significant effect on job satisfaction among ASN at BKPSDM Padang City. The t-value of 7.849 and significance level of 0.000 indicate that better employee placement leads to higher job satisfaction. Furthermore, the coefficient of determination (R^2) of 0.688 reveals that 68.8% of the variation in job satisfaction can be explained by employee placement. This

percentage is relatively high and indicates that employee placement is one of the dominant factors influencing job satisfaction among employees in this institution.

These findings support the theory of person-job fit proposed by Kristof-Brown et al. (2005), which states that employees tend to experience higher satisfaction when there is congruence between individual characteristics and job requirements. Employees who are assigned to positions that correspond to their educational qualifications and competencies generally feel more capable of performing their duties, experience lower levels of work-related stress, and demonstrate higher levels of commitment to the organization. Likewise, Cable and DeRue (2002) argue that compatibility between employees and their jobs significantly contributes to positive work attitudes and organizational effectiveness.

The findings of this study are also consistent with the human resource management theory proposed by Hasibuan (2020), who emphasizes that employee placement aims to assign employees to positions that match their competencies in order to achieve organizational effectiveness and employee satisfaction. Similarly, Suwatno (2020) explains that appropriate placement enables employees to perform their duties more efficiently and increases their motivation to work. The positive relationship found in this study confirms that proper placement practices contribute not only to organizational performance but also to employees' psychological well-being.

Furthermore, the results support Herzberg's Two-Factor Theory (Herzberg et al., 2011), which explains that job satisfaction is influenced by both motivational and hygiene factors. Appropriate employee placement can function as both a motivator and a hygiene factor. Employees who perceive that they are assigned to positions aligned with their expertise tend to experience a sense of achievement, recognition, and professional growth. At the same time, appropriate placement creates a supportive work environment and reduces dissatisfaction arising from role ambiguity and work-related stress.

The findings of this study are in line with several previous studies. Alniacik et al. (2013) found that the compatibility between employees and their work environment significantly influences job satisfaction and organizational commitment. Likewise, Bakotic (2016) reported that employee satisfaction is strongly associated with organizational practices that facilitate employee competence and role suitability. In the Indonesian context, Putra and Sari (2022) found that employee placement based on educational qualifications and competencies positively affects employee satisfaction in public organizations. Similarly,

Rahman et al. (2024) concluded that competency-based placement systems significantly improve employee satisfaction and organizational effectiveness in public institutions.

The findings are also consistent with research conducted by Yusri et al. (2023), which showed that the implementation of a merit system in local government institutions contributes positively to employee performance and work attitudes. In the present study, although BKPSDM Padang City has formally implemented the merit system and employee assessment mechanisms, empirical evidence indicates that approximately 39.7% of employees still occupy positions that are not entirely relevant to their educational backgrounds. This condition suggests that the implementation of the merit system has not yet fully achieved its intended objectives.

The existence of educational and competency mismatches among employees may explain why the level of job satisfaction has not yet reached the high category. According to Podsakoff et al. (2007), inappropriate placement can create role ambiguity and increase work-related stress, which ultimately reduces employee satisfaction and organizational commitment. Similarly, Bakker and Demerouti (2017) argue that the imbalance between job demands and employee capabilities may lead to psychological strain and lower levels of job satisfaction. Therefore, the findings of this study provide empirical evidence that employee placement is not merely an administrative process but a strategic human resource management practice that substantially influences employees' perceptions and attitudes toward their work.

From a theoretical perspective, this study contributes to the growing body of literature on public human resource management by confirming the relevance of person-job fit theory and Herzberg's Two-Factor Theory in explaining job satisfaction among civil servants in local government institutions. The findings also enrich the empirical evidence concerning the relationship between employee placement and job satisfaction in the context of Indonesian public administration, particularly within personnel management agencies, which have received limited attention in previous studies.

From a practical perspective, the findings imply that BKPSDM and other local government institutions should strengthen the implementation of competency-based and merit-based employee placement systems. Placement decisions should be based not only on administrative considerations but also on educational qualifications, technical competencies, work experience, and individual capabilities. Regular competency assessments, job analyses,

and career development programs are necessary to ensure that employees are assigned to positions that match their professional profiles. Such measures are expected to improve job satisfaction, enhance organizational commitment, and ultimately increase the quality of public services.

Despite these contributions, this study has several limitations. First, the study involved only 30 respondents from a single institution, which limits the generalizability of the findings to other government agencies. Second, this study examined only one independent variable, namely employee placement, whereas job satisfaction is influenced by many other factors such as leadership, organizational culture, compensation, work environment, and career development opportunities. Third, the use of self-reported questionnaires may create the possibility of response bias because respondents may provide socially desirable answers. Therefore, future studies are encouraged to include larger samples, involve multiple institutions, and incorporate additional variables and mixed-method approaches to obtain a more comprehensive understanding of factors affecting job satisfaction among State Civil Apparatus.

Overall, the findings confirm that employee placement is a significant predictor of job satisfaction among ASN at BKPSDM Padang City. The more appropriate the placement of employees according to their competencies and qualifications, the higher the level of job satisfaction experienced by employees. Consequently, improving employee placement practices should become one of the strategic priorities in strengthening human resource management and enhancing the quality of public service delivery.

CONCLUSION

This study concludes that employee placement has a positive and significant effect on the job satisfaction of State Civil Apparatus at the Regional Personnel and Human Resources Development Agency of Padang City. The descriptive results show that employee placement was generally in a fairly good category, indicating that the placement process had been implemented by considering organizational needs and employee capabilities. However, several aspects still require improvement, particularly the suitability between educational background, work experience, competence, and the position occupied. The job satisfaction of ASN was also in a fairly good category, especially in terms of work relationships, working

conditions, and organizational policies, although several aspects such as job suitability, work comfort, rewards, and employee welfare still need to be strengthened.

The results of simple linear regression show a positive regression coefficient, meaning that better employee placement leads to higher job satisfaction. The hypothesis test also confirms that employee placement has a significant effect on ASN job satisfaction, as shown by the t-count value of 7.849, which is greater than the t-table value of 2.048, and the significance value of 0.000, which is lower than 0.05. The coefficient of determination shows an R Square value of 0.688, meaning that 68.8% of ASN job satisfaction is influenced by employee placement, while the remaining 31.2% is influenced by other factors outside this study, such as leadership, work environment, work motivation, and organizational culture. These findings indicate that improving the quality of employee placement based on competence, educational qualifications, and work experience is essential for increasing ASN job satisfaction. Future studies are recommended to involve larger samples, different government institutions, and additional variables to obtain broader and more comprehensive findings.

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