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THE INFLUENCE OF PERFORMANCE APPRAISAL, TRAINING, AND PLACEMENT ON PERSONNEL PERFORMANCE IN LAW ENFORCEMENT AT EAST LAMPUNG POLICE STATION

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ABSTRACT

The purpose of this study was to determine and analyze the effect of performance appraisal, training, and placement on personnel performance in law enforcement at East Lampung Police. This study used a sample of 42 respondents who were personnel in the law enforcement section of the Criminal Investigation Unit (Satreskrim) of East Lampung Police as the object of research. The data collection method was carried out directly using questionnaires and interviews with personnel in the law enforcement section of the Criminal Investigation Unit (Satreskrim) of East Lampung Police. While the analysis used to determine the effect of independent variables (X1) performance appraisal, (X2) training, and (X3) placement on the dependent variable (Y), namely personnel performance, is multiple linear regression analysis, with the SPSS 20 program. The comes about of this consider demonstrate that employing a significant level of 0.05 since the two-sided test is 2.5% and $n = 42$, the t table is gotten = 2.02439.. While the t count for performance appraisal seen from the data processing output is 4.636, then for training shows a t count of 5.431, then for placement shows a t count of 3.836 ($t_{hitung} > t_{table}$) so based on this t -test, it is concluded that performance appraisal, training, and placement partially have a positive and significant effect on the performance of personnel in the law enforcement section of the Criminal Investigation Unit (Satreskrim) of East Lampung Police. With the F test, the significance level uses 0.05 ($\alpha = 5\%$), so the F table is 2.83. Meanwhile, based on the output of data processing, F count is 210.207, because $F_{hitung} > F_{table}$, it can be concluded that together there is a significant influence between the independent variables (performance appraisal, training, and placement) on the dependent variable (personnel performance) in the law enforcement section of the Criminal Investigation Unit (Satreskrim) of East Lampung Police.

Keywords: Performance Appraisal; Training; Placement; Personnel Performance

Introduction

Along with the rise in many social issues, there is an increase in public expectations for police performance (Perez *et al.*, 2021). Law enforcement is the topic that receives the most attention from the public, so it is important to promote the development and correct construction of each employee's competence inside the agency so that it may develop into a top-notch human resource asset (Batković & Butorac, 2019). Because of this, the Indonesian National Police has trained to become a reliable agency with expertise in professional, cutting-edge indications (Syarifuddin *et al.*, 2023).

Unfavorable phenomena about the image and performance of the police sometimes appear in the community, such as the statement of a member of the Indonesian Ombudsman, Dr. Ninik Rahayu, who explained that the law

enforcement sector is directly related to fulfilling access to justice in the context of public services in the legal field. Throughout 2020, only 115 reports from the public against reported parties in the police agency have been resolved, while 584 reports are still in the process of being resolved. Many factors are behind the inability to resolve this report. Among other things, the response from the police in providing responses and documents related to the report at the Ombudsman as well as obstacles in the investigation process carried out by the police. Furthermore, based on observations in the field at Lampung Timur District Police, it was found that the performance of personnel was still low, this can be seen from the gap between the number of criminal offenses and the number of criminal settlements. This can be seen from the data presented in Table 1.

Table 1. Number of Crimes and Crime Settlement in East Lampung District Police

No	Case	Years							
		2017		2018		2019		2020	
		JTP	PTP	JTP	PTP	JTP	PTP	JTP	PTP
1	Murder	2	1	4	4	5	3	2	1
2	Heavy persecution	3	2	2	2	3	3	2	1
3	fraud	29	13	21	15	25	5	19	1
4	Stolen by force	68	66	53	42	48	36	47	38
5	Forced steal	206	149	146	120	144	116	208	105
6	Stolen motorcycle	29	12	14	8	13	5	87	77
7	Rape	1	1	-	-	3	2	3	1
8	desctruction	2	2	3	-	9	1	11	2
9	sexual abuse on children	13	10	11	8	21	12	20	12

Source: Regional Police of East Lampung, 2022

Description: JTP = Number of Crimes

PTP = Number of Crime Settlements

Table 1. shows several law enforcement tasks that have been delayed in completion. This shows that personnel performance still needs to be improved to enhance Polri's credibility with the public.

There are several factors that can affect the performance of personnel in law enforcement, namely performance appraisal because the existence of the police force in the future depends on the human resources currently owned (Adila & Wibowo, 2022). Human resources (HR) must be monitored by performance monitors on an ongoing basis because each member has different performance. The task of human resource management in this case is to ensure that each member has a performance that is in accordance with agency standards (Bi & Tang, 2022). performance appraisal is an evaluation of a person's success or failure in performing their duties then The agency also needs to provide a clear understanding of performance appraisal, such as the purpose of performance appraisal and its benefits (Nurullah & Asphani, 2021). This is necessary so that there are no misunderstandings between agencies and members (Paulus, 2022).

In addition to performance appraisal, training is also an important factor in improving personnel performance (Adedayo Omonori & Bidemi Ibrahim, 2020). Training is an effort to improve a person's knowledge and ability to carry out their work more effectively and efficiently. Training can help a person understand practical knowledge and its application, in order to improve the skills, abilities, and attitudes needed by the organization in an effort to achieve goals (Mamaqi, 2023). Training is measured based on the following indicators, the need to equip officers with the best knowledge and skills, increase officer participation in the volume of work to pursue targets, arouse interest, increase knowledge, and provide opportunities for officers to be more advanced (Adila & Wibowo, 2022). The existing problem is that there are still many East Lampung Police personnel who have not attended vocational training education and there are still some members who have attended police vocational training education but are not in accordance with the field of duties they carry out (Nugroho *et al.*, 2023).

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Furthermore, a factor that is no less important in influencing personnel performance is placement (Mendoza *et al.*, 2020). Job placement is one of the important factors that should not be ignored in achieving the goals of an agency or institution (Candraningrum, 2023). The condition of the work placement of Indonesian National Police personnel at East Lampung Police Station, through a pre-survey, found that many Indonesian National Police personnel were placed in fields that were not in accordance with their educational background. Even though this has been regulated in the Vademikum (2005) of the Police HR Career Development Bureau page 2 that the career development of Indonesian National Police members has a basic policy in position placement, the placement of the right Indonesian National Police members in the right positions, in accordance with the classification of Indonesian National Police members and placement policies tailored to abilities and talents (syaifuddin *et al.*, 2023). In addition, the placement of Indonesian National Police personnel at East Lampung Police Station is still uneven, there are shortages and excess personnel who are not in accordance with the ranks in the Police Personnel Schedule (DSPP).

Literature Review

a. Performance

According to Barusman & Habiburrahman, (2022) an organization is a social unit that is consciously coordinated, consisting of two or more people, and which is relatively continuous in order to achieve one or a series of common goals. According to Asno & Sary, (2023) an organization is a container formed to achieve common goals effectively. Humans as fillers, as well as implementers of a series of activities of an organization, are living things that have behavior so that by itself the performance of the organization is influenced by the behavior of humans in the organization (Welbourne *et al.*, 2017).

According to Habiburrahman *et al.*, (2022) the meaning of the word performance comes from the word job performance and is also called actual performance or work performance, or actual achievement that has been achieved by an employee. According to Wen *et al.*, (2023) performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, based on the Regulation of the Chief of the National Police of the Republic of Indonesia Number 16 of 2011 concerning Performance Appraisal for Public Employees of the National Police of the Republic of Indonesia with the Performance Management System Chapter I Article 1 paragraph (12) states that performance is the achievement or workability shown by an employee in supporting and carrying out his main duties and functions.

From the different descriptions above, it can be emphasized that performance is the comparison of the work results achieved by employees with predetermined standards. Performance also refers to the results that a person achieves in terms of both quantity and quality in an organization in accordance with assigned.

According to Fakhurrhazi *et al.*, (2020) the characteristics of people who have high performance are as follows:

1. Have high personal responsibility.
2. Dare to take and bear the risks faced.
3. Has realistic goals.
4. Has a comprehensive work plan and strives to realize its goals.
5. Utilizing concrete feedback (feedback) in all work activities carried out.
6. Looking for opportunities to realize the plans that have been programmed.

According to Gouveia & Varajão, (2019) reveals eight main criteria for performance that can be assessed as follows:

1. Quantity of work is the amount of work done in a specified period of time.
2. Quality of work is the quality achieved based on the requirements of suitability and readiness.
3. Job knowledge, breadth of job knowledge, and skills.
4. Creativeness, and originality of ideas generated from actions to solve problems that arise.
5. Cooperation, willingness to work together with others (fellow organization members).
6. Dependability, awareness, and trustworthiness in terms of attendance.

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7. The initiative, and enthusiasm to carry out new tasks in enlarging responsibilities.
8. Personal qualities, leadership, and personal integrity.

According to Lai *et al.*, (2021) performance is influenced by:

1. Employee quality and skills, work ethics, work motivation, mental attitude, physical condition of employees, and issues related to education or training.
2. Supporting facilities, namely matters relating to the work environment (occupational safety, occupational health, production facilities, technology) and matters relating to employee welfare (wages/salaries, social security, job security).
3. Supra means, i.e. matters relating to government policy and industrial relations management.

b. Performance Appraisal

In general, every agency hopes that all members can achieve something as expected with predetermined performance standards (Setyawan *et al.*, 2023). So the agency carries out a performance appraisal process to find out how each of its members is performing. According to Nuryadin *et al.*, (2022) performance appraisal is a process for determining a shared understanding of what is achieved and an approach to managing and developing people by increasing where the improvement will be achieved in a short and quiet time". This improvement is achieved not only through an employee performance management system driven by management, but also through a management and people development approach that enables them to manage their growth and performance against agreed service delivery standards (Mozhaeva, 2019).

Meanwhile, according to Samwel, (2018) performance appraisal is the process of evaluating how well employees do their jobs when compared to a standard set and then communicating that information to employees. According to Prashina Mohangi & Nyika, (2023) performance appraisal is a method and process of assessing the performance of a person or group of people or work units within a company or organization in accordance with performance standards or goals set in advance". Government Regulation Number 11 of 2017 in article 167 letter f is information regarding performance appraisal carried out based on performance planning at the individual level and unit or organization level by taking into account the targets, achievements, results, and benefits achieved and the behavior of civil servants.

Based on several definitions above, it can be concluded that performance appraisal is a process of evaluating employee performance compared to performance standards that have been determined by the agency within a certain period (Alharbi, 2018).

The performance appraisal system for Indonesian National Police personnel is stipulated in National Police Chief Regulation No. 16/2011 on Performance Appraisal for Civil Servants of the National Police of the Republic of Indonesia under the Performance Management System (PMS) (Nugroho *et al.*, 2023).

The basic concept of the preparation of a performance appraisal mechanism using a performance management system based on Perkap No. 16 of 2011 is that the implementation of performance appraisals of Indonesian National Police personnel is based on basic values which include: ethics and integrity, mutual respect, and openness and trust. The appraisal process also requires objectivity and minimizes subjectivity. Another underlying concept is that the assessment indicators must be based on the main tasks and functions of the person being assessed, then optimize the competence and achievements of Indonesian National Police human resources.

Then in the implementation of performance appraisal with the Police performance management system in accordance with Article 3 of Perkap No. 16 of 2011, the principles are used, namely:

1. Objective, which is an assessment based on facts and performance achievements in accordance with the previously implemented agreement.
2. Transparent, which is an assessment of performance carried out openly on generic and specific performance factors that have been agreed upon by the appraisal official and the appraised official, and the results of the assessment are submitted directly.
3. Accountable, in which the results of the performance appraisal can be accounted for.
4. Proportional, This performance appraisal is based on the task load that is the responsibility of the appraiser.

c. Training

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Training for staff (new/old) needs to be done to prepare them for certain positions in their agency. This means that they must be able to work and willing to comply with all regulations set by the agency (Mamaqi, 2023). Because of this, below are some experts suggesting the definition of training as follows:

1. Diksha *et al.*, (2023) says, raining is a process to shape and equip employees by increasing their skills, abilities, knowledge, and behavior, meaning that training will shape employee behavior in accordance with what the company expects.
2. Gambo, (2015) says training is a short-term educational process that uses systematic and organized procedures where non-managerial employees learn technical knowledge and skills for limited purposes.

From the aforementioned description, it can be inferred that training is a service offered by a company or institution for employees to learn about work-related knowledge, skills, and behavior. Of course, the firm or institution has planned the training in advance.

To assess the success of the company's training efforts. The following signs are then listed, with expert explanations as follows:

1. According to Huang & Su, (2016) training indicators:

- a. Instructor.

Considering that training is generally aimed at improving skills, the trainer chosen to provide the material must be knowledgeable and competent in his or her field, in addition to being really good at organizing training.

- b. Participants.

Participants must of course be selected based on certain requirements and appropriate qualifications, in addition to the trainees must also have a high enthusiasm for training.

- c. Material.

Human resource training is a material or curriculum that is in accordance with the human resource training objectives to be achieved by the company and the training material must be updated so that participants can understand the problems that occur in the current conditions.

- d. Methods

Training methods will better ensure effective human resource training activities if they are appropriate to the type of material and the components of the trainees.

- e. Objective

Training objectives are defined, especially in relation to the development of action plans and the setting of targets, as well as the expected results of the training to be held, in addition to the training objectives must also be socialized in advance to the participants so that they can understand the training.

- f. Goal

Training objectives should be defined with detailed and measurable criteria.

2. According to Mollahoseini & Farjad, (2012) training indicators are as follows:

- a. Participation

Training is attended by employees in a company, especially by employees who need the training to support their careers in the company. In addition, there are also trainees who are assigned to conduct training for other trainees.

b. Training materials

Training will go well if training planning is done well. Training materials are an important thing to consider in training planning. Training materials are prepared and tailored to the training needs.

c. Work difficulty level

The material provided in training is tailored to the needs of employees, namely the needs of employees to increase their ability to deal with job difficulties.

d. Transfer

The transfer is the knowledge that is passed on from the instructor to the student and is helpful in enhancing employee capabilities.

From the description above, it can be concluded that the training indicators are very measurable, which will make more or less the training process go according to plan with the desired results of the company or institution.

d. Placement

Derived from the term "The Right Man in The Right Place" which means that placing an employee must actually be in accordance with his abilities or expertise. Starting from this philosophy, placement or staffing activities are very important in Human Resource Management in an effort to improve employee morale and also improve organizational performance. Although this process is not easy, if it is done through the right stages and processes, the process of placing the right person in the right position will be realized (Candraningrum, 2023).

The definitions of placement according to some experts are as follows: According to Candraningrum, (2023) job placement means allocating employees to certain work positions. Placement activities are carried out based on the follow-up of the election results that have been carried out previously. This activity needs to be carried out in a planned manner because it will affect employee productivity and loyalty. In addition, the process of assigning tasks and jobs to workers who pass the selection to be carried out according to the predetermined scope, and are able to take responsibility for all risks and possibilities that occur on tasks and jobs, authority and responsibility.

From the above, it can be concluded that the placement of new and existing employees in the right positions must be in accordance with the job requirements and qualifications

According to Mozhaeva, (2019) regarding employee placement regarding several indicators of employee placement itself, these are:

1. Education

The minimum education required is pertinent:

- a. Required education, meaning education that must be carried out as a requirement.
- b. Alternative education is an additional form of education to certain types of training to meet educational needs.

2. Working Knowledge

A worker must have knowledge to be able to do a job fairly. Work experience plays an important role in the performance of work. The following indicators are included in it, including::

- a. Knowledge underlying skills
- b. Work equipment
- c. Work procedures
- d. Work process methods

3. Work Skills

Proficiency/skill to do a job that is only acquired in practice. Indicators of work skills are

- a. Mental skills, such as analyzing data, making decisions, calculating, memorizing, etc.

- b. Physical skills, such as being able to stay with the job for a long time.
- c. Social skills, such as influencing others, giving speeches, etc.

4. Work Experience

The experience of a worker to do a certain job. This work experience is an indicator of the work to be done. These are the explanations of these indicators, where it can be concluded that the basis for placement is not only knowledge but also the work experience of these employees.

e. Conceptual Framework

Based on the various descriptions above regarding performance appraisal, training and placement on personnel performance, a research paradigm can be compiled, as presented in Figure 1. below :

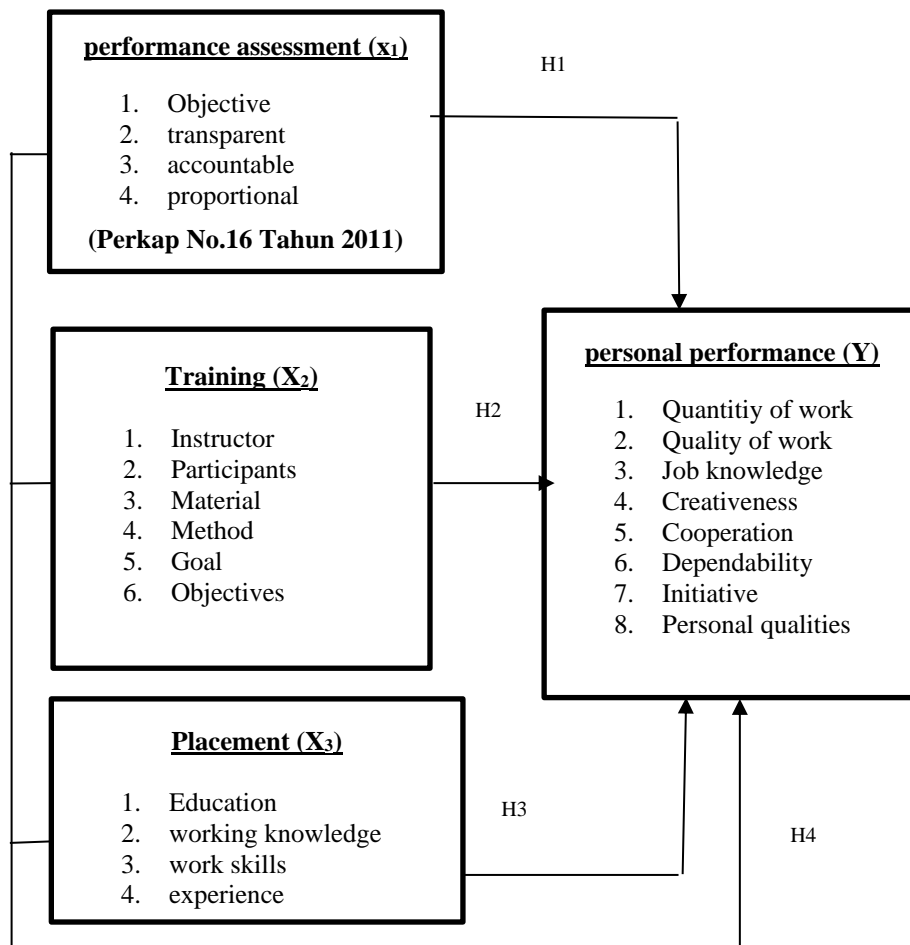


Figure 1. conceptual Framework

f. Hypothesis

Based on the problem formulation and theoretical framework, the following hypothesis can be formulated:

- 1. There is a positive and significant influence between performance appraisal on the performance of personnel in law enforcement at East Lampung Police.

2. There is a positive and significant influence between training on the performance of personnel performance in law enforcement at East Lampung Police.
3. There is a positive and significant influence between placement on the performance of personnel in law enforcement at East Lampung Police.
4. There is a positive and significant influence between performance appraisal, training, and placement together on the performance of personnel in law enforcement at East Lampung Police Station.

Methodology

This research uses the population as data. According to Upadhyay, (2023) If the research object is less than 100 then it is better to take all, then if the number is more than 100 then it is better to take between 10-15% or 20-25%. The number of personnel in the law enforcement section of the East Lampung Police Criminal Investigation Unit (Satreskrim) is 42 people, meaning that the object of research is less than 100, so a population of 42 people is used as respondents in this study.

Result And Discussion

a. Description of each Variable

In accordance with the predetermined sample size, in this study, the authors managed to distribute and collect back questionnaires to 42 respondents. Then the respondents' answers were processed descriptively, the results can be seen in table 2.

Tabel 2. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Personnel Performance	42	30	39	35,71	2,277
Performance assessment	42	29	38	34,95	2,508
Training	42	28	39	34,24	2,685
Placement	42	27	39	34,83	3,154
Valid N (listwise)	42				

Source: Data processing results, 2022

Based on the responses of 42 respondents, Table 2 summarizes the highest and lowest values each variable reached as well as their means and standard deviations.

b. Validity Test

Validity is the accuracy or accuracy of an instrument in measuring what you want to measure. In this study, the authors used Pearson's Bivariate correlation (Pearson's Product Moment) to test the validity.

r table is sought at a significance of 0.05 with a 2-sided test and the amount of data (n) = 42, then obtained r table of 0.304. Furthermore, the r table is compared with the r count of each variable. The results of the validity test of the question items for all variables are known that r count values are not below the r table so it is concluded that all instruments are valid.

c. Reliability Test

The purpose of reliability testing is to determine whether the measuring instrument used is reliable and remains consistent when repeated measurements are made. Reliability testing in this research used Cronbach's alpha method.

Based on the data from the reliability test results, it is known that the average Cronbach's Alpha value is above 0.6 so it can be concluded that all questions on the variables can be said to be reliable.

d. Multiple linear regression analysis

Multiple linear regression analysis is carried out to test the effect of three variables, namely performance appraisal (X1), training (X2), and placement (X3) on personnel performance (Y) from the results of data processing can be seen in the table 3.

Table 3. Multiple Linear Regression Test Results on Performance Appraisal, Training and Placement on Personal Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,764	1,251		4,607	0,000
Performance assessment	0,311	0,067	0,343	4,636	0,000
Training	0,354	0,065	0,417	5,431	0,000
Placement	0,200	0,052	0,277	3,836	0,000

a. Dependent Variable: Personnel Performance

Source: Research Results, data processed 2022

The regression test results in table 3. can be formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = 5,764 + 0,311X_1 + 0,354X_2 + 0,200X_3$$

1. $a = 5.764$ means that if X1 (performance appraisal), X2 (training), and X3 (placement) is 0, then Y (personnel performance) is 5.764.
2. The regression coefficient of variable X1 (performance appraisal) is 0.311; meaning that if the value of X1 (performance appraisal) increases by 1 unit, Y (personnel performance) will increase by 0.311, assuming other independent variables are constant.
3. The regression coefficient of variable X2 (training) is 0.354; meaning that if the value of X2 (training) increases by 1 unit, Y (personnel performance) will increase by 0.354, assuming other independent variables are constant.
4. The regression coefficient of variable X3 (placement) is 0.200; meaning that if the value of X3 (placement) increases by 1 unit, Y (personnel performance) will increase by 0.200, assuming that the other independent variables are constant.

e. Determination

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,971 ^a	0,943	0,939	0,564

a. Predictors: (Constant), Placement, Job Assessment, Training

Source: Research Results, data processed 2022

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Table 4. the results of testing the correlation coefficient between X1 (performance appraisal), and X2 (training). and X3 (placement) with Y (personnel performance) of 0.971, it can be concluded that there is a relationship that falls into a very strong category between performance appraisal, training, and placement with personnel performance in the law enforcement section of the Criminal Investigation Unit (Satreskrim) of East Lampung Police. Furthermore, based on the coefficient of determination (R²) of 0.943 or 94.3%, it can be said that the percentage contribution of the influence of the independent variable (performance appraisal, training, and placement) on the dependent variable (personnel performance) is 94.3% while the remaining 5.7% is influenced or explained by other factors not included in this model.

f. Simultaneous and Partial regression tests

Based on the data processing output, the F count is 210.207, using a confidence level of 95%, $\alpha = 5\%$, the F table for N = 42 is 2.83 because F count > from the F table, H₀ is rejected and H_a is accepted or there is an influence between the independent variables on the dependent variable. So based on the F test above, it can be concluded that there is an influence between performance appraisal, training, and placement together on the performance of personnel in the law enforcement section of the Criminal Investigation Unit (Satreskrim) of East Lampung Police.

Testing the partial regression coefficient of the performance appraisal, training, and placement variables using a significance level of 0.05 because the two-sided test is 2.5% and N = 42 obtained a t table of = 2.02439. While the t count seen from the data processing output is 4.636 for performance appraisal, 5.431 for training, 3.836 for placement, and (t count > t table) then based on this t-test it is concluded that partially performance appraisal, training, and placement have a positive and significant effect on the performance of personnel in the law enforcement section of the East Lampung Police Criminal Investigation Unit (Satreskrim).

g. Discussion

This research was conducted based on the findings in the preliminary survey that there was information obtained on the number of unresolved criminal acts, especially in 2020, it was known that out of 20 criminal acts that occurred, only 12 criminal acts could be resolved. This condition shows that personnel performance still needs to be improved in order to increase the credibility of the Police to the public. Based on further research, it is suspected that several factors can affect the performance of personnel in law enforcement, namely performance appraisal, training, and placement.

Effect of Performance Appraisal on Personnel Performance

Based on the respondents' answers, it needs to be improved, especially on the statement that has the lowest score, namely; about the results of the assessment delivered directly. Then the performance appraisal of specific factors has been carried out openly. For the results of the assessment to be conveyed directly, this can be improved/increased by paying attention to the delivery of the results of the performance appraisal directly to each personnel, so that it can be an evaluation for personnel to improve their performance. Then for performance appraisals of specific factors that have been carried out openly, actions can be taken by openly conveying the results of positive performance appraisals, so that it can be a motivation for each personnel to improve their performance.

Based on the correlation coefficient value of 0.971, it is concluded that there is a very strong relationship between performance appraisal and personnel performance in the law enforcement section of the East Lampung Police Criminal Investigation Unit (Satreskrim). So that the solution that can be recommended is to improve performance appraisal according to predetermined indicators.

Effect of Training on Personnel Performance

Based on the statement items that have the lowest scores, namely; about the requirements and qualifications that trainees must have. and about the socialization of training objectives to trainees. The requirements and qualifications that trainees must have, and efforts that can be made are in recruiting prospective trainees so that the requirements and qualifications that must be met are actually implemented, then accompanied

by increased supervision. Furthermore, for the socialization of training objectives to trainees, efforts can be made before carrying out the training, it is necessary to conduct maximum lectures or briefings in providing participants with an understanding of the purpose of the training.

Based on the correlation coefficient value of 0.971, it is concluded that there is a very strong relationship between training and personnel performance in the law enforcement section of the Criminal Investigation Unit (Satreskrim) of East Lampung Police. So that the solution that can be recommended is to improve performance appraisal according to predetermined indicators.

Effect of Placement on Personnel Performance

Regarding employee placement regarding several indicators of employee placement itself, namely: education, work knowledge, work skills, and experience. Furthermore, from these indicators, where it turns out that it can be concluded that the basis for placement is not only knowledge but also the work experience of these employees.

Based on the respondents' answers, it needs to be improved, especially on the statement that has the lowest score, namely; a statement about the suitability of job placement as required. Then about the existence of additional education or training needed. The suitability of work placement as required can be improved/increased by paying attention to the minimum education criteria that are suitable for the placement of the personnel concerned so that they can carry out their duties properly and develop their careers optimally in the field they occupy. Then for the existence of additional education or training needed, actions can be taken by providing special education or training for personnel who will occupy certain fields, so that they can carry out their duties professionally and responsibly.

Based on the correlation coefficient value of 0.971, it is concluded that there is a very strong relationship between placement and personnel performance in the law enforcement section of the East Lampung Police Criminal Investigation Unit (Satreskrim). So that the solution that can be recommended is to increase placement according to predetermined indicators.

Effect of Performance Appraisal, Training, and Placement on Personnel Performance

Based on the correlation coefficient which states that the relationship between performance appraisal, training, and placement is very strong on personnel performance, and the results of the F test which states simultaneously that performance appraisal, training, and placement have a significant effect on personnel performance in the law enforcement section of the East Lampung Police Criminal Investigation Unit (Satreskrim), it is very necessary to improve performance appraisal, training, and placement according to each indicator in order to improve personnel performance.

Conclusions and Implications

a. Conclusion

Based on the results of the research that has been carried out, the following conclusions can be obtained:

1. Performance appraisal has a positive and significant effect on the performance of personnel in the law enforcement section of the East Lampung Police Criminal Investigation Unit (Satreskrim). So it can be interpreted that if the performance appraisal increases, there will also be an increase in personnel performance, therefore to improve personnel performance can be done by improving performance appraisal.
2. Training has a positive and significant effect on the performance of personnel in the law enforcement section of the East Lampung Police Criminal Investigation Unit (Satreskrim). So it can be interpreted that if training increases, there will also be an increase in personnel performance, therefore to improve personnel performance can be done by improving training.
3. Placement (X3) has a positive and significant effect on personnel performance. So that it can be interpreted that if the placement increases, there will also be an increase in personnel performance, therefore to improve personnel performance can be done by improving placement.

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4. Performance appraisal, training, and placement together affect the performance of personnel in the law enforcement section of the East Lampung Police Criminal Investigation Unit (Satreskrim) with an influence contribution of 94.3%.

b. Implications

1. Based on the conclusion that performance appraisal has a positive and significant and positive effect on personnel performance, it can be seen from the respondents' answers that it needs to be improved, especially on the statement that has the lowest score, namely; about the results of the assessment delivered directly and the performance appraisal of specific factors is carried out openly. This can be improved or increased by paying attention to the delivery of performance appraisal results directly to each personnel so that it can be an evaluation for personnel to improve their performance. Then for performance appraisals on specific factors, actions can be taken by openly conveying the results of positive performance appraisals, so that it can be a motivation for each personnel to improve their performance.
2. Based on the conclusion that training has a significant and positive effect on personnel performance, it can be seen from the respondents' answers that it needs to be improved, especially on the statement that has the lowest score, namely; about the requirements and qualifications that trainees must have. and about the socialization of training objectives to the trainees. The requirements and qualifications that trainees must have, and efforts that can be made are in recruiting prospective trainees so that the requirements and qualifications that must be met are actually implemented, then accompanied by increased supervision. Furthermore, for the socialization of training objectives to trainees, efforts can be made before carrying out training, it is necessary to conduct maximum lectures or briefings in providing participants with an understanding of the purpose of the training.
3. Based on the conclusion that placement has a positive and significant effect on personnel performance, it can be seen from the respondents' answers that it needs to be improved, especially on the statement that has the lowest score, namely; statements about the suitability of work placements as required. Then about the existence of additional education or training needed. The suitability of work placement as required can be improved/increased by paying attention to the minimum education criteria that are suitable for the placement of the personnel concerned so that they can carry out their duties properly and develop their careers optimally in the field they occupy. Then for the existence of additional education or training needed, actions can be taken by providing special education or training for personnel who will occupy certain fields, so that they can carry out their duties professionally and responsibly.
4. Based on the conclusions of performance appraisal, training, and placement can explain personnel performance by 94.3% while the remaining 5.7% is explained by other factors not included in this research model, so this research is worth continuing to look for these other factors.

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