

Individual Characteristics, Job Characteristics, and Job Placement on Employee Performance at the Election Supervisory Agency of West Sulawesi Province

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Abstract

This study aims to examine and analyze the effects of individual characteristics, job characteristics, and job placement on employee performance at the Election Supervisory Agency (Bawaslu) of West Sulawesi Province, both individually and simultaneously. The study employs a quantitative method with an associative research approach. The population consists of 43 employees, all of whom were included as respondents using a saturated sampling technique. Data were collected through questionnaires, observations, interviews, and documentation. Instrument quality was assessed through validity and reliability tests, while the data were analyzed using classical assumption tests and multiple linear regression analysis with the assistance of SPSS software. Hypotheses were tested using t-tests, an F-test, and the coefficient of determination. The findings indicate that (1) individual characteristics have a positive and statistically significant effect on employee performance; (2) job characteristics have a positive and statistically significant effect on employee performance; (3) job placement has a positive and statistically significant effect on employee performance; and (4) individual characteristics, job characteristics, and job placement jointly have a statistically significant effect on employee performance. Individual characteristics emerged as the strongest predictor, with a standardized beta coefficient of 0.626. The adjusted R-squared value of 0.753 indicates that the three independent variables collectively explain approximately 75.3% of the variation in employee performance, while the remaining variation is not explained by the model. These findings highlight the importance of employee competencies, effective job design, and appropriate job placement in improving employee performance within public sector institutions.

Keywords: Individual Characteristics; Job Characteristics; Job Placement; Employee Performance

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INTRODUCTION

Human resources play a fundamental role in determining organizational effectiveness and the achievement of institutional objectives in both the private and public sectors. Organizational performance depends not only on financial resources, infrastructure, and administrative systems but also on employees' competencies, individual attributes, and ability to perform assigned responsibilities. Previous studies have identified motivation, career development, human resource planning, working conditions, and leadership as important determinants of employee performance (Yuwono et al., 2023). In Indonesia's public sector, the importance of effective human resource management has increased alongside bureaucratic reform and the implementation of merit-based personnel management. Law No. 20 of 2023 concerning the State Civil Apparatus emphasizes the importance of qualifications, competencies, and performance in managing civil servants. Similarly, Ministerial Regulation

of Administrative and Bureaucratic Reform No. 6 of 2022 establishes performance planning, monitoring, evaluation, feedback, and follow-up as essential components of civil servant performance management. Nevertheless, the implementation of merit-based management continues to face institutional challenges, including patronage, nepotism, and limited human resource development (Malik & Prasajo, 2023). These challenges highlight the importance of examining individual characteristics, job characteristics, and job placement as potential determinants of employee performance. From an Islamic perspective, the principles of competence, trustworthiness, justice, and accountability are emphasized in the Qur'an, particularly Surah An-Nisa (4:58), Al-Qasas (28:26), At-Tawbah (9:105), and Al-Mulk (67:2), providing an ethical foundation for assigning responsibilities appropriately and evaluating the quality of work (Ministry of Religious Affairs of the Republic of Indonesia, 2019).

These issues are particularly relevant to the Election Supervisory Agency (Badan Pengawas Pemilihan Umum, Bawaslu), an independent electoral supervisory institution whose organizational performance depends partly on the effectiveness of its administrative and technical personnel. Under Law No. 7 of 2017 concerning General Elections, Bawaslu operates as a permanent institution at the national, provincial, and regency/municipal levels. The increasing professionalization of its personnel, particularly through functional positions requiring specialized competencies, has strengthened the need for appropriate employee placement and effective job management (Bawaslu of the Republic of Indonesia, 2025). However, performance management challenges remain evident at the provincial level. The 2025 Government Agency Performance Report of Bawaslu of West Sulawesi Province recorded a budget performance score of 97.52, exceeding its target of 80, while its performance accountability evaluation achieved only a BB rating, with a score of 75.60, below the targeted A rating (Bawaslu of West Sulawesi Province, 2026a). The report also identified inadequate alignment between organizational and individual performance targets, irregular performance measurement, and shortages of personnel with technical, digital, and legal competencies. Furthermore, the institution's budget decreased from approximately IDR 106.64 billion in 2024 to IDR 21.68 billion in 2025, increasing the importance of effective human resource utilization. The appointment of civil servants to specialized functional positions in May 2026 further emphasized the need to align employee competencies with job requirements (Bawaslu of West Sulawesi Province, 2026b). Although these institutional indicators do not directly establish the causes of individual employee performance, they reveal important organizational challenges that warrant empirical investigation.

Recent empirical studies have demonstrated the importance of individual characteristics in explaining employee performance across public organizations. Individual characteristics encompass personal competencies, attitudes, interests, values, behavioral tendencies, and work experience that influence how employees perform their responsibilities. Lorina et al. (2024), in a study involving 126 civil servants at the Regional Civil Service Agency of South Sulawesi Province, found that individual characteristics had a positive and significant effect on employee performance, with a path coefficient of 0.597. Their findings also indicated that work motivation mediated the relationship between individual characteristics and employee performance. Similarly, Dewi et al. (2025) reported a positive and significant relationship between individual characteristics and employee performance at the Sulangai Village Office in Badung Regency, even when leadership and work ability were considered. These findings suggest that differences in employees' competencies, attitudes, and behavioral attributes may contribute to variations in work outcomes. The relevance of individual differences is also consistent with the Islamic understanding that individuals act according to their respective dispositions, as expressed in Surah Al-Isra (17:84). However, the extent to which individual characteristics explain employee performance within an electoral supervisory institution characterized by specialized responsibilities and changing operational demands remains insufficiently understood.

Job characteristics have also received considerable attention as determinants of employee performance. Conceptually, job characteristics reflect the structural and motivational features of work, including skill variety, task identity, task significance, autonomy, and feedback. Towoliu et al. (2023), examining employees of the National Unity and Political Agency of North Sulawesi Province, found that job characteristics had a positive and significant effect on employee performance. Together with training and development, job characteristics explained 52.2% of the variation in employee performance. Likewise, Sinaga et al. (2026) identified a positive and significant relationship between job characteristics and employee performance at the Population Control and Family Planning Office of Central Tapanuli Regency, where job characteristics and workplace facilities jointly explained 54.7% of performance variation. These findings suggest that employees are more likely to perform effectively when work responsibilities, job autonomy, and performance expectations are clearly structured. Nevertheless, the characteristics of employment within Bawaslu differ from those of many conventional administrative institutions because employees must adapt to changing electoral supervision activities, administrative requirements, legal procedures, and periods of increased operational intensity. Such conditions create a distinctive working environment in which the relationship between job characteristics and employee performance requires further empirical examination.

Another important factor is job placement, which refers to the assignment of employees to positions corresponding to their educational backgrounds, competencies, professional knowledge, skills, and work experience. Wahyun and Martini (2022), in their study of the Department of Industry and Trade of Karawang Regency, identified a significant relationship between job placement and employee performance. Their findings indicated that job placement and competency jointly explained 50.4% of performance variation. From the perspective of person-job fit, Astuti and Amir (2023) found that compatibility between employees and their jobs positively influenced organizational citizenship behavior among 105 public sector employees in Indonesia. Although organizational citizenship behavior differs conceptually from task performance, this finding suggests that person-job compatibility may encourage positive workplace behavior. More recently, Hartini et al. (2026), examining 162 employees of the Central Statistics Agency of North Maluku Province, reported that job mismatch significantly influenced perceived organizational justice and employee performance. Their findings also emphasized the importance of fairness in personnel placement decisions. Collectively, these studies demonstrate that employee placement involves both competency alignment and perceptions of organizational fairness. However, the effectiveness of job placement in institutions undergoing functional position restructuring, such as Bawaslu of West Sulawesi Province, has not been adequately examined.

Despite substantial empirical support for these human resource management factors, previous research has produced findings that are not entirely consistent across organizational settings. Amanda et al. (2024) found that individual characteristics and job characteristics significantly influenced employee performance at PT Karisma Rancangan Pratama Samarinda, although the two variables explained only 33.5% of performance variation, suggesting that additional organizational and individual factors also contribute to employee outcomes. In contrast, Chairil et al. (2026) reported that job placement did not significantly influence employee performance at the Purbalingga Religious Court. These findings indicate that the relationships between employee attributes, job-related factors, placement practices, and performance may differ according to organizational conditions and institutional characteristics. Furthermore, previous studies have frequently examined these factors separately or alongside different explanatory variables, limiting understanding of their relative contributions within a unified analytical framework. The variation in empirical findings provides a basis for reassessing the relationships among individual characteristics, job characteristics, job placement, and employee performance in a different institutional

context.

A further research gap concerns the limited empirical evidence from electoral supervisory institutions, particularly at the provincial level. Manurung et al. (2026) identified human resource shortages, excessive workloads, inadequate coordination, and limited supporting facilities as challenges affecting administrative and technical support at the Bawaslu Secretariat of Central Tapanuli Regency. Meanwhile, Siahaan (2026) examined the implementation of digital attendance systems at Bawaslu of East Java Province, emphasizing improvements in employee discipline, work readiness, and administrative efficiency. Although these studies provide valuable insights into human resource management challenges within Bawaslu, they do not directly examine the combined relationships of individual characteristics, job characteristics, and job placement with employee performance. To the authors' knowledge, the existing literature has not specifically investigated these three variables simultaneously within Bawaslu of West Sulawesi Province. This gap is particularly relevant given the institution's unmet performance accountability target, limited specialized human resources, organizational adjustments involving functional positions, and growing pressure to maintain performance with reduced financial resources. Therefore, an integrated investigation is needed to provide context-specific evidence on the human resource factors associated with employee performance in this institution.

Based on these empirical and theoretical gaps, the present study addresses the following research question: **To what extent do individual characteristics, job characteristics, and job placement, both individually and jointly, influence employee performance at Bawaslu of West Sulawesi Province?** Accordingly, this study aims to examine the individual relationships between each explanatory variable and employee performance and to assess their combined explanatory contribution. The novelty of this research lies in integrating three complementary dimensions of human resource management—employee-related attributes, job design characteristics, and employee-job alignment—within the distinctive institutional context of a provincial electoral supervisory agency. Unlike previous studies focusing primarily on general government agencies, administrative discipline, or isolated human resource management factors, this study considers these dimensions simultaneously in an institution experiencing functional position restructuring, competency constraints, and performance accountability challenges. The findings are expected to contribute to the empirical literature on public sector human resource management and provide practical evidence to support competency-based employee placement, job design improvement, and performance management within electoral supervisory institutions.

The remainder of this paper is organized as follows. The next section reviews the relevant theoretical and empirical literature and develops the research hypotheses. The subsequent section describes the research methodology, including the research design, population and sample, data collection procedures, and analytical techniques. The following section presents the empirical findings and discusses their implications in relation to previous research. Finally, the paper concludes by summarizing the major findings, theoretical and practical implications, research limitations, and recommendations for future studies.

LITERATURE REVIEW

Employee performance is an important indicator of organizational effectiveness, particularly in public institutions responsible for delivering administrative and public services. Employee performance refers to the quality and quantity of work accomplished in accordance with organizational responsibilities and established standards (Towoliu et al., 2023). Ananda and Rahman (2025) identified six performance indicators: work quality, work quantity, timeliness, effectiveness, independence, and work commitment. Previous studies

suggest that employee performance is influenced by individual attributes, job design, and organizational management practices (Yuwono et al., 2023). This study adopts an integrated conceptual framework combining individual characteristics, the job characteristics model, and the person–job fit perspective to explain employee performance at Bawaslu of West Sulawesi Province.

Individual Characteristics and Employee Performance

Individual characteristics refer to personal attributes that distinguish employees, including abilities, values, attitudes, and interests (Dewi et al., 2025). These characteristics influence how employees understand responsibilities, respond to workplace challenges, and accomplish organizational objectives. Lorina et al. (2024) found that individual characteristics positively and significantly influenced civil servant performance, both directly and through work motivation. Similarly, Dewi et al. (2025) demonstrated a positive relationship between individual characteristics and employee performance in public administration. However, these studies were conducted in different institutional contexts, making further examination necessary in electoral supervisory organizations. Based on these findings, the following hypothesis is proposed:

H1: Individual characteristics have a positive and significant effect on employee performance at Bawaslu of West Sulawesi Province.

Job Characteristics and Employee Performance

Job characteristics describe the essential features of work, including skill variety, task identity, task significance, autonomy, and feedback (Towoliu et al., 2023). The job characteristics model suggests that appropriately designed jobs can enhance employee motivation, responsibility, and work outcomes. Towoliu et al. (2023) found that job characteristics positively and significantly influenced employee performance in a provincial government institution. Similarly, Amanda et al. (2024) confirmed a significant relationship between job characteristics and employee performance in the private sector. Nevertheless, differences in organizational responsibilities and working environments may affect the strength of this relationship. Therefore, the following hypothesis is proposed:

H2: Job characteristics have a positive and significant effect on employee performance at Bawaslu of West Sulawesi Province.

Job Placement and Employee Performance

Job placement refers to assigning employees to positions consistent with their educational qualifications, knowledge, skills, and professional experience (Mastur et al., 2023). From a person–job fit perspective, appropriate placement enables employees to perform responsibilities that correspond to their competencies. Wahyun and Martini (2022) found that job placement significantly influenced employee performance, while Astuti and Amir (2023) demonstrated that person–job fit positively influenced organizational citizenship behavior. However, Chairil et al. (2026) reported that job placement did not significantly affect employee performance, indicating inconsistencies in previous findings. These differences highlight the importance of examining job placement within the specific organizational context of Bawaslu. Accordingly, the following hypothesis is proposed:

H3: Job placement has a positive and significant effect on employee performance at Bawaslu of West Sulawesi Province.

Individual Characteristics, Job Characteristics, Job Placement, and Employee Performance

Employee performance may be explained through the interaction of personal competencies, job-related attributes, and appropriate personnel placement. Individual characteristics reflect employees' internal capabilities, job characteristics represent the nature and structure of their responsibilities, and job placement indicates the alignment between employee qualifications and organizational requirements. Previous studies have examined several of these factors separately or in different combinations (Lorina et al., 2024; Amanda et al., 2024; Towoliu et al., 2023). However, their combined explanatory contribution to employee performance within provincial electoral supervisory institutions remains insufficiently examined. Therefore, this study proposes the following hypothesis:

H4: Individual characteristics, job characteristics, and job placement simultaneously have a significant effect on employee performance at Bawaslu of West Sulawesi Province.

METHODOLOGY

This study employs a quantitative approach with an explanatory research design to examine the relationships between individual characteristics, job characteristics, job placement, and employee performance. The research will be conducted at the Provincial Office of the Election Supervisory Agency (Bawaslu) of West Sulawesi, located in Mamuju, Indonesia. The institution was selected because of its organizational performance accountability challenges and the importance of effective human resource management in supporting electoral supervision. Data collection is scheduled for November 2026 using a cross-sectional survey design.

The study population consists of all 43 employees of Bawaslu of West Sulawesi Province. A saturated sampling technique, also known as total sampling or census sampling, will be employed, in which all members of the population are included as prospective respondents. This technique is considered appropriate because of the relatively small population size and the need to obtain comprehensive information about employee characteristics, job-related factors, placement practices, and employee performance within the institution.

The study will use primary and secondary data. Primary data will be collected through structured questionnaires distributed to employees, while observations and interviews with authorized institutional representatives will provide supplementary contextual information. Secondary data will be obtained from institutional performance reports, organizational documents, and relevant scientific literature. The questionnaire will be developed based on established indicators from previous studies and adapted to the institutional context. Responses will be measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Individual characteristics will be measured using four indicators adapted from Dewi et al. (2025), job characteristics using five indicators from Towoliu et al. (2023), job placement using four indicators from Mastur et al. (2023), and employee performance using six indicators from Ananda and Rahman (2025). The operational definitions and measurement indicators are presented in Table 1.

Table 1. Variables and Measurement

Variable	Code	Indicator	Major Reference
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Individual Characteristics (IC)	IC.1	Ability	Dewi et al. (2025)
	IC.2	Values	
	IC.3	Attitudes	
	IC.4	Interests	
Job Characteristics (JC)	JC.1	Skill variety	Towoliu et al. (2023)
	JC.2	Task identity	
	JC.3	Task significance	
	JC.4	Autonomy	
	JC.5	Feedback	
Job Placement (JP)	JP.1	Educational background alignment	Mastur et al. (2023)
	JP.2	Job knowledge alignment	
	JP.3	Job skills alignment	
	JP.4	Work experience alignment	
Employee Performance (EP)	EP.1	Work quality	Ananda and Rahman (2025)
	EP.2	Work quantity	
	EP.3	Timeliness	
	EP.4	Effectiveness	
	EP.5	Independence	
	EP.6	Work commitment	

Source: Developed by the authors based on previous studies (2026).

Data will be analyzed using the Statistical Package for the Social Sciences (SPSS). Instrument validity will be assessed using item-total correlations, with coefficients of at least 0.30 considered acceptable, while reliability will be evaluated using Cronbach's Alpha with a minimum threshold of 0.60, following the criteria adopted from Lorina et al. (2024). Classical regression assumptions will be examined through residual normality, multicollinearity, and heteroscedasticity tests. Multicollinearity will be assessed using tolerance values above 0.10 and Variance Inflation Factor (VIF) values below 10. Multiple linear regression analysis will then be employed to assess the relationships between individual characteristics, job

characteristics, job placement, and employee performance. Partial t-tests will be used to evaluate the individual regression coefficients, while an F-test will assess their joint statistical significance at the 5% significance level ($p < 0.05$). The coefficient of determination (R^2) and adjusted R^2 will be used to evaluate the model's explanatory power.

RESULTS AND DISCUSSION

Research Setting and Respondent Characteristics

The study focuses on employees of the Election Supervisory Agency (Bawaslu) of West Sulawesi Province, Indonesia. The institution is responsible for supporting electoral supervision through administrative, technical, and organizational functions. According to its 2025 performance report, the institution achieved a budget performance score of 97.52, exceeding its target of 80. However, its performance accountability evaluation reached only 75.60 (BB), below the targeted A rating (Bawaslu of West Sulawesi Province, 2026). These institutional conditions provide the organizational context for examining employee performance.

The study involved 43 respondents, comprising 24 male employees (55.8%) and 19 female employees (44.2%). The largest age group was 25–34 years (34.9%), followed by employees aged 35–44 years (27.9%) and 45 years or older (27.9%). Most respondents held a bachelor's degree (60.5%), while 32.6% had between two and five years of work experience. Regarding employment status, 58.1% were civil servants (PNS), 25.6% were government employees under contractual agreements (PPPK), and 16.3% were non-civil-service personnel. These characteristics illustrate the demographic and professional composition of the respondents.

Descriptive Analysis of Research Variables

Descriptive analysis was conducted to summarize respondents' perceptions of individual characteristics, job characteristics, job placement, and employee performance. All variables were measured using a five-point Likert scale. The results are summarized in Table 2.

Table 2. Descriptive Statistics of Research Variables

Variable	Items	Mean	Category
Individual Characteristics (X1)	8	3.58	Agree
Job Characteristics (X2)	10	3.63	Agree
Job Placement (X3)	8	3.38	Moderately Agree
Employee Performance (Y)	12	3.64	Agree

Source: Primary data processed (2026).

As presented in Table 2, employee performance recorded the highest mean score (3.64), followed by job characteristics (3.63) and individual characteristics (3.58). Job placement received the lowest mean score (3.38), indicating comparatively less favorable perceptions of employee–job alignment.

For individual characteristics, the highest score was recorded for maintaining positive and open relationships with supervisors and colleagues (3.72), while the ability to solve work-related problems received the lowest score (3.40). Regarding job characteristics, respondents reported the highest agreement with the contribution of their work to other employees or organizational units (3.79). Conversely, feedback and guidance provided by supervisors received the lowest score (3.47).

Job placement showed relatively weaker results, particularly regarding the alignment between assigned positions and employees' knowledge (3.19), practical skills (3.26), and educational backgrounds (3.28). Meanwhile, employee performance received its highest scores for meeting work targets, using organizational resources efficiently, and completing tasks independently (3.81 each). The lowest scores were recorded for completing assigned workloads without delaying other tasks (3.37) and meeting work deadlines (3.40). These findings identify differences across the measured dimensions of employee performance and human resource management.

Validity and Reliability Testing

Instrument quality was assessed through validity and reliability testing. The validity test showed that all 38 questionnaire items had Pearson correlation coefficients ranging from 0.471 to 0.870, exceeding the critical value of 0.301 at the 5% significance level. Therefore, all questionnaire items met the specified validity criterion.

Reliability testing using Cronbach's Alpha produced coefficients of 0.927 for individual characteristics, 0.892 for job characteristics, 0.828 for job placement, and 0.900 for employee performance. All coefficients exceeded the minimum acceptable threshold of 0.70, indicating satisfactory internal consistency across the four measurement scales.

Classical Assumption Testing

Classical assumption tests were conducted before multiple linear regression analysis. Residual normality testing produced significance values of 0.200 for the Kolmogorov–Smirnov test and 0.742 for the Shapiro–Wilk test, both exceeding 0.05. These results indicated no statistically significant departure from the normality assumption.

The multicollinearity test showed tolerance values ranging from 0.976 to 0.995 and Variance Inflation Factor (VIF) values ranging from 1.005 to 1.024, indicating no substantial multicollinearity among the independent variables. Furthermore, the Glejser test produced significance values of 0.325 for individual characteristics, 0.607 for job characteristics, and 0.781 for job placement. All values exceeded 0.05, indicating

no statistically significant evidence of heteroscedasticity based on this test. Overall, the diagnostic results supported the use of the specified multiple linear regression model.

Multiple Linear Regression and Hypothesis Testing

Multiple linear regression analysis was performed to examine the relationships between individual characteristics, job characteristics, job placement, and employee performance. The regression coefficients and statistical significance levels are presented in Table 3.

Table 3. Multiple Linear Regression and Hypothesis Testing Results

Variable	B	Std . Error	Bet a	t- value	p- value
Constan t	-11.2 81	5.0 68	—	-2.2 26	0.03 2
Individ ual Characteristics (X1)	0.788 97	0.0 26	0.6 3	8.13 01	<0.0 01
Job Characteristics (X2)	0.541 91	0.0 58	0.4 0	5.91 01	<0.0 01
Job Placement (X3)	0.473 24	0.1 98	0.2 2	3.83 01	<0.0 01

Dependent variable: Employee Performance (Y).

Model statistics: N = 43; R = 0.878; R² = 0.770; Adjusted R² = 0.753; F(3, 39) = 43.645; p < 0.001.

Source: Primary data processed using SPSS (2026).

The regression results indicate that individual characteristics had a positive and statistically significant relationship with employee performance ($B = 0.788$; $\beta = 0.626$; $t = 8.133$; $p < 0.001$), supporting H1. Job characteristics also showed a positive and significant relationship with employee performance ($B = 0.541$; $\beta = 0.458$; $t = 5.910$; $p < 0.001$), supporting H2. Similarly, job placement demonstrated a positive and significant relationship with employee performance ($B = 0.473$; $\beta = 0.298$; $t = 3.832$; $p < 0.001$), supporting H3.

Among the independent variables, individual characteristics had the largest standardized regression coefficient ($\beta = 0.626$), followed by job characteristics ($\beta = 0.458$) and job placement ($\beta = 0.298$). These findings indicate that individual characteristics exhibited the strongest standardized association with employee performance in the estimated model.

The simultaneous significance test yielded an F-statistic of 43.645 ($p < 0.001$), indicating that the three independent variables jointly contributed significantly to the regression model. Therefore, H4 was supported. Furthermore, the coefficient of determination ($R^2 = 0.770$) indicated that the model explained approximately 77.0% of

the observed variation in employee performance. After adjustment for the number of predictors, the adjusted R^2 was 0.753, reflecting an explanatory value of approximately 75.3%.

Discussion

The Effect of Individual Characteristics on Employee Performance

The findings indicate that individual characteristics have a positive and significant relationship with employee performance at Bawaslu of West Sulawesi Province, supporting H1. Individual characteristics also demonstrate the strongest standardized regression coefficient ($\beta = 0.626$) among the three independent variables. This finding suggests that employees' abilities, values, attitudes, and interests are important factors associated with their performance. Employees with adequate knowledge, professional integrity, positive attitudes, and strong work interests are better equipped to fulfill institutional responsibilities, particularly in electoral supervision, which requires accuracy, neutrality, and regulatory compliance.

The descriptive findings reveal that openness toward supervisors and colleagues received the highest score, whereas work-related problem-solving ability received the lowest. This difference suggests that positive interpersonal attitudes are not necessarily accompanied by equally strong technical problem-solving capabilities. In the context of Bawaslu, employees must interpret electoral regulations, manage administrative responsibilities, and respond to institutional challenges. Therefore, employee performance may depend not only on professional attitudes but also on the ability to apply knowledge and resolve work-related problems effectively.

These findings are consistent with Sahputra and Zufrie (2019), who reported a positive and significant relationship between individual characteristics and employee performance in public administration. Similar findings were presented by Sulistiyowati (2017) and Yunita et al. (2017), emphasizing the importance of individual attributes in determining workplace behavior and performance. The present study extends these findings to an electoral supervisory institution, where personal integrity and technical competencies are particularly relevant. From a practical perspective, the results highlight the importance of continuous competency development, technical training, and professional mentoring to strengthen employees' problem-solving abilities and institutional performance.

The Effect of Job Characteristics on Employee Performance

The findings demonstrate that job characteristics have a positive and significant relationship with employee performance, supporting H2. This relationship can be explained through the Job Characteristics Model developed by Hackman and Oldham (1976), which emphasizes skill variety, task identity, task significance, autonomy, and feedback as essential components of meaningful work. These dimensions are expected

to strengthen employees' psychological involvement, sense of responsibility, and understanding of work outcomes, thereby supporting improved performance.

The descriptive results indicate that employees recognize the importance of their responsibilities in supporting other organizational units and perceive their work as requiring diverse skills. These findings suggest that employees understand the contribution of their duties to the broader institutional objectives of electoral supervision. However, feedback from supervisors received the lowest score among the job characteristics indicators. This condition indicates a potential weakness in performance communication and evaluation practices. Without regular and constructive feedback, employees may have limited opportunities to identify performance deficiencies and improve their work processes.

The findings support Hackman and Oldham's (1976) theoretical proposition regarding the motivational role of job design and are consistent with Humphrey et al. (2007), who demonstrated the relevance of motivational work characteristics to employee performance. The results also align with Sulistiyowati (2017), who identified a positive relationship between job characteristics and performance. However, they differ from Sahputra and Zufrie (2019), who reported a positive but statistically insignificant relationship. Such differences may reflect variations in institutional responsibilities, job complexity, and organizational conditions, although these contextual explanations require further investigation. For Bawaslu of West Sulawesi Province, the findings emphasize the importance of clearer job responsibilities, appropriate autonomy, and systematic performance feedback to strengthen employee effectiveness.

The Effect of Job Placement on Employee Performance

The findings indicate that job placement has a positive and significant relationship with employee performance, supporting H3. This result is consistent with the person-job fit perspective, which emphasizes compatibility between employees' qualifications and the requirements of their assigned positions. Appropriate placement enables employees to utilize their educational backgrounds, professional knowledge, technical skills, and previous experience more effectively. Conversely, insufficient alignment may create difficulties in adapting to job responsibilities and meeting organizational performance standards.

Interestingly, job placement recorded the lowest descriptive mean score (3.38) among the independent variables. The weakest indicators concerned the alignment between employees' positions and their knowledge, practical skills, and educational backgrounds. Although job placement demonstrated the smallest standardized regression coefficient ($\beta = 0.298$), its relatively low descriptive score identifies an important area for institutional improvement. These findings suggest that some employees perceive a mismatch between their existing competencies and assigned

responsibilities, which may limit their ability to contribute effectively to organizational objectives.

The results are consistent with Siahaan and Bahri (2019), who found a positive and significant relationship between employee placement and performance. However, they differ from Ardi et al. (2025), who reported an insignificant relationship in a manufacturing company. These contrasting findings suggest that the relevance of job placement may vary across organizational settings. In electoral supervisory institutions, where responsibilities involve legal compliance, administrative accuracy, and specialized technical knowledge, competency alignment may be particularly important. Nevertheless, the present study does not directly test whether organizational sector or job complexity explains these differences. Practically, the findings support the implementation of competency mapping, transparent personnel placement procedures, and targeted professional development to improve employee–job alignment.

The Joint Effect of Individual Characteristics, Job Characteristics, and Job Placement on Employee Performance

The findings demonstrate that individual characteristics, job characteristics, and job placement jointly have a statistically significant relationship with employee performance, supporting H4. The adjusted coefficient of determination (Adjusted $R^2 = 0.753$) indicates that the regression model explains approximately 75.3% of the observed variation in employee performance after adjustment for the number of predictors. This finding suggests that the three variables collectively provide substantial explanatory information regarding employee performance within the institution.

Conceptually, the three variables represent complementary dimensions of human resource management. Individual characteristics reflect employees' personal capabilities and work-related attitudes, job characteristics describe the structure and motivational qualities of assigned responsibilities, and job placement reflects the compatibility between employees and their positions. Considering these dimensions together provides a more comprehensive perspective on employee performance than examining individual attributes or job-related factors alone. However, the significant joint relationship does not establish causal interactions among the variables, as interaction effects were not directly tested in the regression model.

These findings are consistent with Sahputra and Zufrie (2019), who demonstrated the collective relevance of individual and organizational factors to employee performance. The present study extends this perspective by incorporating job placement alongside individual and job characteristics within an electoral supervisory institution. Despite the generally favorable employee performance score (3.64), the descriptive results also indicate difficulties in completing workloads without postponing other responsibilities and consistently meeting deadlines. These

conditions suggest that improving employee performance requires attention to technical competencies, job design, personnel placement, and performance monitoring practices.

CONCLUSION

This study examined the relationships between individual characteristics, job characteristics, job placement, and employee performance at the Election Supervisory Agency (Bawaslu) of West Sulawesi Province, Indonesia. Using a quantitative explanatory approach involving 43 employees and multiple linear regression analysis, the study investigated the individual and joint contributions of these three factors to employee performance. The findings revealed that individual characteristics, job characteristics, and job placement were positively and significantly associated with employee performance. Individual characteristics demonstrated the strongest standardized regression coefficient ($\beta = 0.626$), followed by job characteristics ($\beta = 0.458$) and job placement ($\beta = 0.298$). The three independent variables were also jointly significant, with an adjusted R^2 of 0.753, indicating that the model explained approximately 75.3% of the observed variation in employee performance after adjustment for the number of predictors. These findings support all four proposed hypotheses and highlight the relevance of individual attributes, job design, and employee-job alignment in explaining employee performance within the institution.

Theoretically, this study contributes to public sector human resource management literature by integrating individual characteristics, job characteristics, and job placement into a unified framework for examining employee performance in an electoral supervisory institution. Its contextual contribution lies in providing empirical evidence from a provincial electoral supervisory agency, where specialized competencies, institutional accountability, and professional responsibilities are particularly important. Practically, the findings emphasize the importance of strengthening employees' technical and problem-solving competencies, improving supervisory feedback, and ensuring that personnel placement corresponds to educational backgrounds, knowledge, skills, and professional experience. From a policy perspective, the institution should prioritize competency-based personnel management, regular individual performance evaluations, transparent placement procedures, and more effective workload distribution to support organizational accountability and sustainable performance improvement.

This study has several limitations. First, the research was restricted to 43 employees of Bawaslu of West Sulawesi Province, limiting the generalizability of the findings to other electoral supervisory institutions. Second, the analysis included only three independent variables, excluding other potentially relevant factors such as leadership, work motivation, organizational culture, and working conditions. Third, employee performance was measured using self-reported questionnaires, which may introduce response bias. Finally, the cross-sectional design and research context during a non-election period limit causal interpretation and do not capture potential variations in employee performance across electoral phases. Future research should involve larger samples from multiple Bawaslu offices, incorporate additional organizational and behavioral variables, and combine questionnaire responses with objective performance indicators. Longitudinal studies comparing election and non-

election periods are also recommended to provide a more comprehensive understanding of employee performance and strengthen the evidence supporting human resource management policies in electoral supervisory institutions.

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