IMPROVE WORKER PERFORMANCE ON PT. PLN (PERSERO) BALI DISTRIBUTION MAIN UNIT

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ARTICLE INFO	ABSTRACT
	The performance of worker at PT. PLN (Persero) Bali Distribution Main Unit decreased allegedly because there are still employees who are not competent in their work, other causes are suspected to be due to work placements that are not in accordance with the latest educational background of the employee, and there are still some employees who do not have career development opportunities (transfers and promotions). This study aims to determine and analyze the effect of competence, job placement and career development on worker performance at PT PLN (Persero) Bali Distribution Parent Unit. The research population is 154 employees at the Main Office of PT PLN (Persero) Bali Distribution Main Unit. The sample in this study was 61 employees who were determined based on the simple random sampling method. The analytical tool used to test the hypothesis is multiple linear regression analysis. The results showed that competence had a positive and significant effect on worker performance at PT. PLN (Persero) Bali Distribution Main Unit, work placement has a positive and significant effect on employee performance at PT. PLN (Persero) Bali Distribution Parent Unit, career development has a positive and significant effect on employee performance at PT. PLN (Persero) Main Unit Distribution Bali. Further research if you want to examine employee performance should take variables other than those used in this study.

1.   INTRODUCTION

PT. PLN (Persero) Bali Distribution Main Unit is a company that provides electricity for the public interest. This state-owned company has a vision of being recognized as a world-class company that grows, excels and is trusted by relying on human potential, so according to its vision in providing electricity, of course, competent human resources are needed in their fields, and work enthusiasm is needed with work commitment to produce good performance. The educational background and work experience of employees must also be considered when placing a job in order to be able to carry out work in a position effectively and efficiently. To overcome employee boredom and to improve the quality of employees, companies can carry out self-development such as mutations. The following is the performance data of PT. PLN (Persero) Bali Distribution Main Unit 2019.

Tabel 1. Performance Data of PT. PLN (Persero) Bali Distribution Main Unit 2019

No	Indikator kinerja kunci	Satuan	Bobot	Target 2019	S/d desember Target	S/d desember Realisasi	%	Nilai	Keterangan
1	2	3	5	6	6	6	6	6	6
I	**Perspektif Pelanggan**		**28**				**99,77%**	**27,93**	
1	Jumlah Penambahan Pelanggan Kelompok Rumah Tangga	Pelanggan	2	62.868	**62.868**	**67.544**	100%	2,00	Baik
	- ∑ Pelanggan sd periode berjalan				**0**	1.212.223			
	- ∑ Pelanggan N-1				**0**	1.144.679			
2	Peningkatan Penjualan Tenaga Listrik Non Subsidi								
	a. Pelanggan Rumah Tangga	GWh	6	1.964,70	**1.965**	**2.069,03**	100%	6,00	Baik
	b. Pelanggan Non Rumah Tangga	GWh	6	2.693,83	**2.694**	**2.750,23**	100%	6,00	Baik
	c. Percepatan Penyambungan Pelanggan	%	6	100	**100**	**98,91**	99%	5,93	Hati-hati
	- ∑ Pelanggan yang tidak melebihi Hari Layanan sesuai TMP (TR) sampai dengan periode berjalan (PB, PD, dan PASKEM)				**0**				
	- ∑ Pelanggan yang sudah membayar sampai dengan periode berjalan				**0**				
3	Kehandalan Jaringan								
	a. SAIDI	menit/plg	4	255	**255**	**229,94**	100%	4,00	Baik
	- ∑ (Lama padam x ∑ Pelanggan Padam)				**0**	5.621.118			
	- ∑ Pelanggan Dalam				**0**	1.466.			

No	Indikator		Satuan	Bobot	Target			%	Nilai		Keterangan
	Satu Periode						750				
	b. SAIFI	↓	kali/plg	4	3,46	3,46	2,63	100%	4,00		Baik
	- ∑ (Kali padam x ∑ Pelanggan Padam)						3.854.393				
	- ∑ Pelanggan Dalam Satu Periode						1.466.750				
II	**Perspektif Efektifitas Produk dan Proses**			5				100%	5,00		
1	Susut Jaringan (Tanpa E-min)	↓	%	5	5,44	5,44	5,40	100%	5,00	1	Baik
	- kWh Susut						322.334.657				
	- produksti total netto						5.968.641.352				
III	**Perspektif SDM**			7				100%	7,00		
1	Human Capital Readiness (HCR)		Level	2	4,45	4,45	4,45	100%	2,00	1	Baik
2	Organization Capital Readiness (OCR)		Level	3	4,45	4,45	4,45	100%	3,00		Baik
3	Produktifitas Pegawai	↑	MWh jual/peg	2	6.909,22	6909,22	7991,59	100%	2,00		Baik
	- MWh Jual 309						5706				
	- Jumlah Pegawai						714				
IV	**Perspektif Keuangan dan Pasar**			35				99,88%	34,96		
1	BPP (Biaya Pokok Penyediaan)	↓	Rp/kWh	4	184	184,00	185,97	98,93%	3,96	1	Hati-hati
	- Beban Usaha (Ribuan)					0,00	793.474				
	- Beban Pinjaman (Keuangan) Ribuan					0,00	267.808				
	- MWH Jual 309					0,00	5.707				
2	Pencapaian Investasi	↑	%	5	100	100,00	100,00	100%	5,00		Baik
	- Progres Fisik Proyek					0,00					
	- AKI					0,00					
3	Perputaran Material Non Bahan Bakar	↑	kali	3	6,16	6,16	7,79	100%	3,00		Baik
	- ∑ pemakaian material					0,00	709.755.183.518,0				

No	Indikator		Satuan	Bobot	Target		Realisasi	%	Skor	Keterangan
	- ∑ saldo rata-rata material					0,00	91.106.817.070,0			
4	Penjualan dan Pendapatan Tenaga Listrik									
	a. kWh Penjualan Tenaga Listrik		GWh	6	5.561,93	5.561,93	5.706,72	100%	6,0	Baik
	b. Rupiah Pendapatan Penjualan Tenaga Listrik		Rp Milyar	6	7.085,33	7.085,33	7.311,01	100%	6,0	Baik
5	Pengendalian Piutang									
	a. Rata-Rata Rasio Tunggakan	⬇	%	6	1,40	1,40	0,96	100%	6,0	Baik
	- Rata-Rata Rasio (Nilai Rupiah Saldo Rekening Berjalan dan Rekening Tunggakan (PAL dan TS TUL 404)					0,00	0			
	- Pendapatan Bulanan					0,00	710.043.892.399			
	b. Penagihan Piutang ragu-ragu yang sudah dihapuskan	⬆	%	5	9,69	9,69	13,10	100%	5,0	Baik
	- Jumlah pelunasan piutang ragu-ragu yang sudah dihapuskan						532.557.726			
	- Saldo Piutang ragu-ragu yang sudah dihapuskan per 31 Desember 2018						4.064.171.982			
V	**Perspektif Kepemimpinan**			**25**				**95,95%**	**23,99**	
1	Penyaluran dana Program Kemitraan dan Bina Lingkungan (PKBL) & CSR	⬆	Skor	3	3	3	3,00	100%	3,0	Baik
2	Tindak Lanjut OFI	⬆	%	3	100	100	100	100%	3,0	Baik
	- Jumlah AFI yang ditindaklanjuti						1			
	- Jumlah AFI dari setiap OFI yang tersedia pada Periode Tertentu						1			
3	Implementasi Enterprise Risk Management (ERM)	⬆	Level	3	3,25	3,25	2,16	66%	1,99	Masalah
4	Implementasi Health, safety, security, and enviroment	⬆	Level	3	4,60	4,60	4,90	100%	3,0	Baik
5	Penyelesaian Temuan Auditor (BPK, KAP, SPI, dan Auditor lainnya)	⬆	%	3	100	100	100	100%	3,0	Baik
	- ∑ Rekomendasi yang dinyatakan selesai						1			

No	Description		Unit	Bobot						
	ditindaklanjuti oleh Auditor									
	- ∑ Rekomendasi yang jatuh tempo						1			
6	a. Implementasi Aplikasi Neraca Energi Terpusat	⬆	%	2	100	100	**100**	100%	2,00	Baik
	b. Implementasi AMI	⬆	%	2	100	0	**0**	100%	2,00	Baik
	- Jumlah Pelanggan yang menggunakan kWh meter two ways yang dioperasikan oleh PLN Group					25	1			
	- Rencana Implementasi AMI						1			
7	Implementasi X-man for Expert		Level	2	3	3	**3,00**	100%	2,00	Baik
8	Pengelolaan Komunikasi		Level	2	3	3,00	**2,99**	99,67%	1,99	Hati-hati
9	Implementasi PMO		%	2	100	100	**100**	100%	2,00	Baik
10	Kepatuhan									
	a. Keselamatan Ketenagalistrikan dan Lingkungan Hidup		Max-10							
	b. Ketepatan penyampaian pelaporan dan Akurasi Data		Max-3							
	c. Maturity Level Kepatuhan		Max-2							
	TOTAL BOBOT			**100**					**98,88**	

Source: Planning Division PT. PLN (Persero) Bali Distribution Main Unit

Based on the data above, it can be seen that there are still some targets that have not been achieved. Allegedly because there are still employees who are not competent in their fields. Employees who are still not competent in their fields are suspected because their work placements are not in accordance with their competence background. This is in accordance with the statement of Pasaribu (2019), that competence has a positive and significant effect on performance. However, it is different from Rosmaini (2019) that work competence has a positif but not significant effect on worker performance.

In addition to competence, job placement also affects employee performance (Gunawan, 2021). According to Tohardi in Priansa (2016: 125), placement is placing worker in jobs that are in accordance with their skills or knowing or in other words the process of knowing the character or requirements needed to do a job assignment. The following is the data on the work placement of employees of PT. PLN (Persero) Bali Distribution Main Unit in 2019 whose work placements are not in accordance with their educational background.

Table 2. Work Placement Data for PT. PLN (Persero) Bali Distribution Main Unit in 2019

Pers.No.	Prev.Per.No.	Nama Panjang Posisi	Unit	Bidang/Sub Unit	Branch of Study 01
66890011	66889217H	ANALYST HUBUNGAN INDUSTRIAL DAN PENGAWASAN TENAGA KERJA	UID Bali	BIDANG SDM	SM/D3 Ekonomi Akuntansi
85115207	85111456Z	ASSISTANT ANALYST HUBUNGAN INDUSTRIAL DAN PENGAWASAN TENAGA KERJA	UID Bali	BIDANG SDM	S1 Industri
86085201	8608045H	ASSISTANT ANALYST PENGEMBANGAN SDM	UID Bali	BIDANG SDM	D1 Informatika
88115212	88111409Z	ASSISTANT OFFICER ADMINISTRASI SDM	UID Bali	BIDANG SDM	SM/D3 Informatika
88155600	8815015ZY	ASSISTANT ANALYST PENGEMBANGAN SDM	UID Bali	BIDANG SDM	S1 Industri
92165200	9216262ZY	ASSISTANT ANALYST HUBUNGAN INDUSTRIAL DAN PENGAWASAN TENAGA KERJA	UID Bali	BIDANG SDM	S1 Industri
94185202	9418175ZY	ASSISTANT ANALYST KINERJA DAN PERENCANAAN TENAGA KERJA	UID Bali	BIDANG SDM	S1 Industri
84085204	8408015H	JUNIOR OFFICER KEAMANAN	UID Bali	BIRO KESELAMATAN, KESEHATAN KERJA DAN LINGKUNGAN (K3L)	S1 Informatika
72928203	7292097H	ASSISTANT ANALYST TINGKAT MUTU PELAYANAN	UID Bali	BIDANG NIAGA DAN PELAYANAN PELANGGAN	SMEA Tata Buku / Akuntansi

Source: Human Resources Division of PT. PLN (Persero) Bali Distribution Main Unit

Based on the data above, it can be seen that there are still employees whose educational background is not in accordance with their work in the company, so it takes time to learn competencies/expertise in their work, and if you want optimal work results it takes time to improve employee competencies in fields that require expertise. specifically, so that it can affect performance. This is in accordance with the research of Oktavina, et al., (2018), with the results of research that job placement has a positive (unidirectional) effect on performance, in contrast to the research of Cahyati (2017) where the results of the study of the placement variable have a negative and insignificant effect on employee performance.

In addition to job placement, to improve employee performance, there are other aspects to achieve the company's goals, namely employee career development Dermawan, dkk., (2022). According to Rivai (2016: 274), suggesting that career development is the process of increasing individual work abilities that are achieved in order to achieve the desired career. Carrying out a career development in an organization or company, it will increase the experience and knowledge of employees, and will not make employees work monotonously while in the company. When employees do the same and repeatedly, then the worker will experience boredom at work. To prevent this from happening, an worker career development process is definitely needed. Career development is a formal approach taken by organizations to ensure that people in the organization have the appropriate qualifications and abilities and experience when needed. Career development benefits for employees, namely opening opportunities for themselves to work better in their work. And the benefits of employee career development for the organization are increasing the performance of its employees and in increasing the potentials to achieve the goals of the organization. This is in accordance with the research of Mulyani, (2019), with the results of the study that there is a positive and significant influence between career development on employee performance, as is the case with Kaseger's research (2017) and Katidjan (2017)with, with the results of career development research having no significant effect on employee performance. Nuriyah, dkk., (2022) also stated that career development has a negative and insignificant effect on worker performance.

Based on observations from 25 respondents and according to the data above, the problem I found related to career development in this company is that there are still employees who

have not experienced career development (transfers/promotions) while working at the company. What makes the employee experience boredom and does not experience an increase in knowledge and skills in the division or other branch offices. This can happen because the number of pensions and transfers out of Bali is more than the number of employees who have just been accepted and placed in Bali.

Based on the background of the problems that have been described above and there are still differences in the results of the research, the researchers are interested in conducting research at PT. PLN (Persero) Bali Distribution Main Unit located at Jalan Letda Tantular No. 1, East Denpasar. The latest research that can be provided is the integration of research models that are specifically carried out on state-owned companies.

2.   LITERATURE REVIEW

Afandi (2018: 83), states that performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities   in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics. Afandi (2016: 70) say that performance criteria are the dimensions of evaluating the performance of a person in office, a team, and a work unit. Taken together, these dimensions are the performance expectations that individuals and teams seek to meet in order to achieve organizational strategy. There are 3 basic types of performance criteria, namely, criteria based on traits, criteria based on behavior, criteria based on results. According to Afandi (2016: 70) the criteria used to assess employee performance are quantity of work and quality of work. Mangkunegara (2016: 67) states that the factors that affect performance include ability factors and motivation factors. To measure the performance of employees individually, there are six indicators proposed by Robbins in Bandari (2016: 21), namely: 1. Quality, 2. Quantity, 3. Punctuality, 4. Effectiveness, 5. Independence, 6. Work Commitment.

Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job (Wibowo, 2017: 271). Thus, competence shows skills or knowledge that are characterized by professionalism in a particular field as the most important thing, as the superior of that field. Wibowo (2017: 276) say that provides five categories of competence, which consist of: task achievements, relationship, personal attributes, managerial, leadership. Wibowo (2017: 283-286) reveals that there are several factors that affect a person's competence skills, which are as follows: 1. Beliefs and values, 2. Skills, 3. Experience, 4. Personality Characteristics, 5. Motivation, 6. Emotional Issues, 7. Intellectual Ability. There are five competency indicators, including the following (Wibowo, 2017:273):1. Motive, 2. Nature, 3. Self concept, 4. Knowledge, 5. Skills.

Hasibuan (2016: 32) states that employee job placement is a follow-up to the selection, placing prospective employees who are accepted in the positions/jobs they need and at the same time delegating authority to the prospective employees. According to Priansa (2016:129) the factors that influence the placement of employees in the organization, namely: 1. Academic Achievement Factor, 2. Experience Factor, 3. Physical and Mental Health Factors, 4. Marital Status Factor, 5. Age Factor. According to Priansa (2016:126) work placement can be done in several types of placements. Job placement consists of two ways, namely: 1. New employees from outside the organization, and 2. Assignment at the new place of the old employee is called inplacement. In this flow, there are three important contexts of placement, namely promotion, transfer, and demotion. There are several

indicators to measure employee placement according to Siswanto, et al., (2011), 1. Academic achievement, 2. Knowledge, 3. Skills, 4. Experience.

According to Arismunandar (2020) career development is an effort or steps carried out by an worker and or by a human resource leader in the context of developing the potential of employees to be able to occupy higher positions in an effort to achieve company goals. According to Siagian (2015:207), various indicators that need to be considered in career development are as follows: 1. Fair treatment in career, 2. Concern for direct superiors, 3. Information about various promotional opportunities, 4. There is interest to be promoted, 5. Satisfaction level.

Mangkunegara (2016:77-78) states that the goals of career development are assist in the achievement of individual and company goals, demonstrate employee welfare relationship, helping employees realize their potential, strengthening the relationship between employees and the company, proving social responsibility, help strengthen the implementation of company programs, reduce turnover and employee costs, reducing professional and managerial obsolescence, activate the analysis of all employees, activate the temperature of long-range thinking. The forms of career development that can be carried out according to Nitisemito (2016: 74) are: 1. Coaching from the leader, 2. Education and training, 3. Promotion, 4. Mutation.

3.   RESEARCH METHOD

This research model is an abstraction of the phenomena being studied. Tested by proposing a hypothesis which is a temporary answer to the research problem formulation, where the problem formulation is stated in the form of a statement sentence. It is said to be temporary, because the answers given are only based on relevant theories, not based on empirical facts obtained through data collection or questionnaires.

Based on the background, problem formulation, and research objectives, the research hypothesis is formulated as follows:

H1 : Competence has a positive and significant effect on worker performance at PT. PLN (Persero) Bali Distribution Main Unit.

H2 : Work placement has a positive and significant effect on worker performance at PT. PLN (Persero) Main Unit Distribution Bali.

H3 : Career development has a positive and significant effect on worker performance at PT. PLN (Persero) Main Unit Distribution Bali.

Research location is at the main office of PT PLN (Persero) Bali Distribution Main Unit with the office address on Jl. Lieutenant Tantular Number 1 Renon, Denpasar 80234 Indonesia.

In this study, the independent variables are competence, job placement and career development. While the dependent variable is employee performance.

According to Sugiyono (2019), there are 2 types of data, namely qualitative and quantitative data. Qualitative data in this study is in the form of information such as a general description of the company and the name and object of research in this study. Quantitative data in this study are the results of questionnaires that have been answered by worker at PT. PLN (Persero) Bali Distribution Main Unit.

According to Sugiyono (2019), data sources are divided into 2, namely: 1. Primary Data, the primary data sources in this study were obtained directly from the company through interviews with several employees and employee research questionnaires at PT. PLN (Persero) Bali Distribution Parent Unit. 2. Secondary Data, the secondary data sources in this study are data on the performance results of PT. PLN (Persero) Bali Distribution

Parent Unit in 2019 and data on employee work placements of PT. PLN (Persero) Bali Distribution Parent Unit in 2019.

The population in this study were all permanent employees at the Main Office of PT PLN (Persero) Bali Distribution Main Unit, namely 154 employees. Researchers used probability sampling technique. Sugiyono (2019: 82) say, probability sampling is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a sample member. Researchers used simple random sampling. The population is homogeneous, so the sample is taken from the population so that the research results can be generalized. Sample calculation using the Slovin formula with a probability level of 10%. So the number of employees used as the research sample is 61 people. The writer uses observation, interview and questionnaire data collection techniques (questionnaire).

The data analysis method used in this research is descriptive and quantitative analysis. The author uses a closed questionnaire or the answers have been determined in advance and respondents are not given alternative answers. Validity test is used to measure the validity of a questionnaire. Reliability test is a tool to measure a questionnaire which is an indicator of a variable or construct. The classical assumption test is carried out to test the quality of the data so that the validity of the data is known and avoids estimation bias. Consisting of normality test, multicollinearity test, heteroscedasticity test, multiple linear regression analysis, correlation test, coefficient of determination. Hypothesis testing in this study uses partial testing (t test) and in testing this hypothesis the researcher determines by using a significant test, with the determination of the hypothesis (Ho) and the alternative hypothesis (Ha).

4.　DISCUSSION OF THE ANALYSIS OR RESULTS

a.　Validity Test

Sugiyono (2019:121) suggests that: "Research results are valid if there are similarities between the data collected and the data that actually occurs in the object under study. A valid instrument means that the measuring instrument used to obtain data (measure) is valid. Valid means that the instrument can be used to measure what it is supposed to measure.

Tabel 3. Recapitulation of Validity Test Result

No	Variabel	Pernyataan	Koefisien Korelasi	Keterangan
1	Competence	X1.1	0,861	Valid
		X1.2	0,913	Valid
		X1.3	0,921	Valid
		X1.4	0,913	Valid
		X1.5	0,933	Valid
2	Job Placement	X2.1	0,852	Valid
		X2.2	0,936	Valid
		X2.3	0,76	Valid
		X2.4	0,919	Valid
3	Career development	X3.1	0,885	Valid
		X3.2	0,948	Valid
		X3.3	0,815	Valid
		X3.4	0,833	Valid
		X3.5	0,94	Vallid
4	Employee performance	Y1.1	0,938	Valid
		Y1.2	0,937	Valid
		Y1.3	0,949	Valid
		Y1.4	0,937	Valid
		Y1.5	0,934	Valid
		Y1.6	0,939	Valid

The results of the validity test if the correlation coefficient is equal to or above 0.30 then the item is declared valid, but if the correlation value is less than 0.30 then the

item is declared invalid. Based on table 5.1 it can be seen that the correlation coefficient in each statement of all variables is above 0.30, so all items are declared valid.

b.   Reliability Test

Reliability test is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if the respondents' answers to questions are consistent or stable over time. Sugiyono (2019:122) states that reliable research is when there are similarities in data at different times.

Tabel 4. Recapitulation of Reliability Test Results

No	Variabel	Cronbach's Alpha	Information
1	Competence (X1)	0,947	Reliabel
2	Job Placement (X2)	0,882	Reliabel
3	Career development (X3)	0,927	Reliabel
4	Employee performance (Y)	0,973	Reliabel

Based on Table 4 above, the results of the research instrument test show that all the question items from the three variables studied (competence, job placement and career development and worker performance) have shown a good level of reliability (Cronbach's alpha correlation coefficient is above 0.60). Thus, the questionnaire research instrument can used and distributed to all target samples that have been determined.

c.   Classical Assumption Test

1) Normality Symptom Test

The normality test aims to see that the data used in the study are normally distributed. To find out whether the residuals are normally distributed or not, one of them is by performing a non-parametric Kolmogorov-Smirnov statistical test.

Table 5. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			61
Normal Parameters[a,b]	Mean		0E-7
	Std. Deviation		,28972349
Most Extreme Differences	Absolute		,109
	Positive		,109
	Negative		-,075
Kolmogorov-Smirnov Z			,853
Asymp. Sig. (2-tailed)			,460

a. Test distribution is Normal.

b. Calculated from data.

One Sample Kolmogorov Smirnov test using a significant level of 0.05 where the data is said to be normally distributed if the significance is greater than 5% or 0.05 (the results are normally distributed) and based on the SPSS output, the Asymp value is obtained. Sig (2-tailed) 0.460 which is greater than 0.05. This means that the residual data is normally distributed.

2) Testing the Symptoms of Multicollinearity.

The method to determine the existence of multicollinearity in the regression model is seen from the tolerance value and variance inflation factor (VIF). In the table below, the calculation results for the tolerance value and VIF are less than 10 and the tolerance value is more than 0.1 using the SPSS program.

Tabel 6

Table 4.4 Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	,886	,243		3,652	,001		
X1	,237	,109	,259	2,172	,034	,298	3,352
X2	,303	,096	,330	3,152	,003	,387	2,587
X3	,339	,111	,359	3,061	,003	,309	3,232

Table 6 shows that the tolerance value for the Competency variable (X1) is 0.298> 0.1 and the Variance Inflation Factor (VIF) is 3.352 <10, then the tolerance value for the work placement variable (X2) is 0.387> 0.1 and the Variance Inflation Factor (VIF) is 2.587<10, then the tolerance value for career development variable (X3) is 0.309>0.1 and Variance Inflation Factor (VIF) is 3.232<10, so all independent variables have a tolerance value of more than 0.1 or Variance Inflation Factor (VIF) is less than 10, it is concluded that there is no multicollinearity between the independent variables in the regression model.

3) Heteroscedasticity Test

Heteroscedasticity test was carried out to find out whether in the regression model there was an inequality of variance from the residuals of one observation to another observation. From the data processing performed with SPSS, the results can be seen in Table 4.5 below.

Table 7. Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	,634	,142		4,470	,000
X1	-,005	,064	-,019	-,082	,935
X2	-,059	,056	-,208	-1,047	,300
X3	-,048	,065	-,165	-,743	,461

Based on table 7, it can be seen that the competency variable (X1) has a significance level of 0.935> 0.05, then the work placement variable (X2) has a significance level of 0.300> 0.05, and the career development variable (X3) has a significance level of

0.461> 0.05, so it can be seen that the significance value of each of the above variables is more than 0.05, so it can be concluded that the regression model does not contain heteroscedasticity.

4) Multiple Linear Regression Analysis

Multiple linear regression analysis method was used to determine the effect/relationship between independent variables (competence, job placement and career development on the dependent variable (worker performance). The results of multiple linear regression are presented in Table 4.6.

Table 8. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	,886	,243		3,652	,001
Competence	,237	,109	,259	2,172	,034
Job Placement	,303	,096	,330	3,152	,003
Career development	,339	,111	,359	3,061	,003

5) Correlation Coefficient Value

Correlation analysis is used to analyze whether or not there is a relationship between the independent variable and the dependent variable

Tabel 9

Table 4.7 Correlation Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,871[a]	,758	,745	,29725

Based on table 9, the correlation coefficient of 0.871 is between 0.80-1,000. This means that the level of relationship is very strong between competencies, job placement variables, and career development on employee performance.

4.1. The Influence of Competence (X1) on Employee Performance (Y)

Based on the value of Sig t-count = 0.034 < = 5% (0.05) therefore H0 is rejected and H1 is accepted, meaning that it shows that the competency variable (X1) has a positive and significant effect on the performance variable (Y) at PT. PLN (Persero) Bali Distribution Main Unit. This means that the better the competencies possessed by employees, the employee's performance will increase.

4.2. Effect of Work Placement (X2) on Employee Performance (Y)

Based on the value of Sig t-count = 0.003 < = 5% (0.05) therefore H0 is rejected and H1 is accepted, meaning that it shows that the work placement variable (X2) has a positive and significant effect on the performance variable (Y) at PT PLN (Persero) Bali Distribution

Main Unit. This means that the more appropriate the work placement, the better the employee's performance.

4.3.   Effect of Career Development (X3) on Employee Performance (Y)

Based on sig t-count = 0.003 < = 5% (0.05) is in the rejection area of H0, so H0 is rejected and Ha is accepted. This shows that Career Development (X3) has a positive and significant effect on employee performance (Y) at PT. PLN (Persero) Bali Distribution Parent Unit, or the third hypothesis is accepted.

5.   CONCLUSION

Based on the results of the analysis and discussion regarding the influence of competence, job placement and career development on worker performance, the following conclusions can be drawn:
1. Competence has a positive and significant effect on performance at the Main Office of PT. PLN (Persero) Bali Distribution Main Unit.
2. Work placement has a positive and significant effect on performance at the Main Office of PT. PLN (Persero) Bali Distribution Main Unit.
3. Career development has a positive and significant impact on employee performance at the Main Office of PT. PLN (Persero) Bali Distribution Main Unit.

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