

THE INFLUENCE OF JOB CHARACTERISTICS AND JOB PLACEMENT ON PERFORMANCE FINANCE OFFICER AT THE HIGHWAY AND CONSTRUCTION AGENCY LAMPUNG PROVINCE

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Abstract

The importance of job characteristics and job placement affects the performance of financial employees. The purpose of this study is to find out whether the variables of job characteristics, job placement, affect the performance of financial employees of the BMBK Office of Lampung Province. The sample in this study is 35 respondents in the Finance section of the BMBK Office, using multiple linear regression analysis, and validity test methods, reality tests with descriptive analysis, by using the (SPSS)23 program as a tool to analyze data through statistical analysis. After conducting research by filling out a questionnaire, the results were obtained that 30 respondents (85.7%) agreed with the characteristics of the job, for the variable of employing work, 21 respondents (60.0%) expressed their agreement, for the variable of employee performance, as many as 25 respondents (71.5%) expressed agreement. The findings of this study show that characteristics and placement have a significant and positive influence on the performance of BMBK Service Employees partially. Simultaneously, the characteristic variables and placement together have a significant effect and contribute 90.6% of the relationships between the variables studied by the researchers.

Keywords: Job Characteristics, Job Placement, Employee Performance

1. Introduction

Employees have a major role in organizational activities, because employees are planners, doers, and determinants of the realization of organizational system goals. Organizational goals will be easier to achieve if employees are placed in positions that are in accordance with their competencies. But competence and ability alone are not enough to improve employee performance, it is also necessary to be precise in placing employees according to their competencies and abilities. One of the most basic aspects in the management of people (employees) in the organization is related to the management of attitudes in a positive direction, so that the work characteristics and job placement of employees collectively will have a positive impact on the achievement of company goals, employees can achieve positive results in improving the performance of these employees. Theoretically, the characteristics of employee work characteristics are determined by various variables related to diversity of skills, task identity, task significance, autonomy and feedback Robbins & Judge (2015:125).

Some findings of empirical studies According to J.R. Hackman in Muhammad (2017:8), the end result of the process of applying dimensions in job characteristics results in high quality work performance. In the characteristics of work, it can be seen that employees who value meaning and responsibility and know the results of job enrichment to provide core job characteristics will provide positive work results (performance). Each agency or company must be able to select and determine competent employees to fill

vacant positions so that the main tasks in those positions can be carried out. For this reason, employees must be obtained who have abilities in accordance with the position for which they will be responsible, in other words, the candidates placed must have the necessary competencies to be able to carry out work in a position effectively and efficiently. Placement must also be based on the job description and job specification that has been determined and guided by the principle of "the right man in the right place and the right man behind the right job" (Mangkunegara, 2017)

According to Silalahi (2021), performance refers to the execution and results of work done by individuals that are in accordance with their roles or responsibilities in an organizational structure. It relates to specific standards or metrics that companies use to evaluate achievements. Superior performance from employees can have a positive impact on an organization's productivity and profitability.

The Lampung Provincial Highway and Construction Agency is one of the major government agencies that plays an important role in the needs of road and bridge facilities and infrastructure in supporting the construction and maintenance of roads in Lampung province. Such as the Public Works Office which handles various kinds of infrastructure projects funded and built by the government, to improve the economy, health, and public safety. Public works include the construction of public facilities (local government offices, schools, hospitals), transportation infrastructure (roads, rails, bridges, pipelines, ports, airports), public spaces (squares, parks, beaches), public services (water supply and treatment, sewage treatment, electrical systems, dams), and others, which are usually in the form of physical assets and buildings that can be used in the long term. Public works projects do not always have a direct economic impact on the government, but they do have an indirect economic impact in the long term.

The objectives that the author wants to achieve through this research activity include to find out the characteristics of work for financial employees at the BMBK Office, to determine job placement for financial employees at the BMBK Office and to find out the performance of employees for financial employees at the BMBK Office

2. Theoretical Background

2.1 Job Characteristics

Basically, work is a basic component of the organizational structure and is a tool to achieve organizational goals, therefore work must be designed in such a way as to achieve the technical efficiency and productivity created by the characteristics of work.

Job characteristics according to Kasmir (2016:189) are job designs that will make it easier to achieve their goals. This means that if a job has a good design, it will make it easier to carry out the work precisely and correctly. Similarly, vice versa, it can be concluded that the characteristics of the job will affect the performance of the employee. The characteristics of work are the nature and duties including responsibilities, types of tasks, and the level of satisfaction obtained from the work itself. If each individual understands the characteristics of his or her work, then the person concerned can be more productive in solidifying his work. Job characteristics are an approach in designing work that shows how work is described into five core dimensions. According to Robbi and Judge (2018) there are several indicators of work characteristics, including:

- 1) Skills
- 2) Task identity
- 3) Meaning of tasks
- 4) Self-government
- 5) Return wages

2.2 Work Placement

Job placement is a company or organization's policy to place employees or employees in job positions that are in accordance with the abilities, skills and knowledge of employees/employees and the needs of the position in the company in order to create optimal job satisfaction and work performance. The concept of competence plays a very important role in employee performance, because the success of an organization is an important job in realizing the goals to be achieved (Gunawan et al, 2017).

Job placement according to Trisnawati (2019) "Placement is a policy taken by an installation leader or personnel department to determine whether an employee is still permanent or not placed in a certain position or position based on considerations of expertise, skills or qualifications.

Based on the definition above, it can be understood that job placement must be carried out appropriately and consequentially so that employees can work according to their skills. In addition to competence, the suitability of placement in the field of work can have an influence on performance (Imawan, 2017) If work placement is done correctly, it will realize optimal work passion, work mentality, and work performance, besides that creativity and employee initiative can develop. According to Sastrohadirwiryo (2019) there are several placement indicators, including:

- 1) Educational background
- 2) Knowledge
- 3) Skills
- 4) Experience

2.3 Employee Performance

Employee performance is a reflection of the contributions and work results they provide in the work environment (Nguyen et al., 2020) Performance is an abbreviation for energy kinetics which has a meaning in English, namely performance. Performance is the result of the functions of a work profession in a certain period of time, the success of an organization can be determined by the performance management of its employees.

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 legally, not violating the law and not contrary to morals and ethics (Afandi, 2018).

Based on the definition above, it can be understood that employee performance is a contribution from employees both in the form of behavior, results and other attributes such as skills, abilities, and willingness used in carrying out organizational tasks. In addition, having adequate equipment and resources can also affect employee performance. Access to technology, necessary training, and support from management can help improve performance. Enthusiasm and encouragement are also important elements in increasing labor productivity. According to John Miner (2018) there are several performance identifiers, including:

- 1) Quality of work
- 2) Working Quantity
- 3) Cooperation
- 4) Responsibility
- 5) Initiative

3. Methods

According to Sugiyono (2018:2), research methods are basically a scientific way to obtain valid data with the aim of discovering, proving and developing knowledge so that the results can be used to, understand, solve and anticipate problems.

This study uses a descriptive quantitative research method, which is a research whose specifications are systematic, planned and clearly structured. The variables used in this study are job characteristics and job placement. Meanwhile, employee performance is used as a dependent variable. The source of data for this research is the result of the distribution of online surveys (questionnaires) in the form of google forms. The variable measurement scale used is a 5-point likert scale, which is from 1 (strongly disagree) to 5 (strongly agree). The population of this study is employees of the finance department of the Lampung Provincial Highway and Construction Agency. The sampling method of this study uses the purposive sampling method, namely by selecting respondents based on subjective considerations and their characteristics that the respondents can provide adequate information to answer research questions (Sastroasmoro and Ismil, 2008) in (Siswanto, Susila, Suyanto, 2018). With a sample of 35 people from 627 population of BMBK employees. In this study, descriptive analysis, Multiple Linear Regression Analysis and using the statistical package for social sciences (SPSS) 23 program as a tool to analyze data through statistical analysis. Data processing techniques use Validity Test, Reliability Test. Data Analysis Method and Hypothesis Test using Descriptive Analysis, Multiple Linear Regression. Multiple linear regression analysis tests were used to obtain significant regression coefficients to be used in answering hypotheses.

3.1 Hypothesis Test

1) Test T

According to (Ghozali, 2018), the T test basically shows how much influence one independent variable has in explaining the dependent variable. The T test was carried out using a significance level of 0.05 ($\alpha = 5\%$).

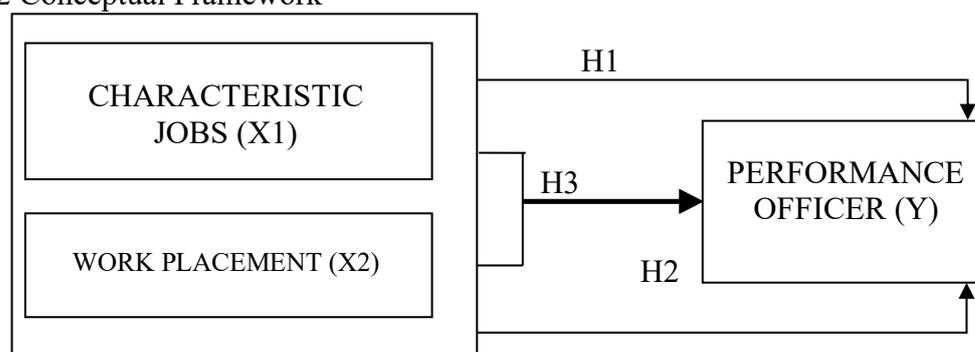
2) Test F

The F test is useful to find out whether there is a simultaneous influence between independent variables and dependent variables.

3) Coefficient of Determination (R²)

The purpose of the determination coefficient (R²) is to see the magnitude or smallness of the influence of independent variables on dependent variables (Supranto, 2010).

3.2 Conceptual Framework



3.3 Hypothesis

H1: Job Characteristics Variable has a Positive and Significant Effect on Employee Performance

H2: Job Placement Variables have a Positive and Significant Effect on Employee Performance

H3: Variables of Job Characteristics and Job Placement have a Positive and Significant Effect on Employee Performance

4. Results and Discussion

4.1 Descriptive Statistical Test

Table 1. Descriptive Statistical Test of Occupational Characteristics Variables (X1)

Indicators	STS		TS		N		S		SS	
	N	%	N	%	N	%	N	%	N	%
X1.1	0	0,00	0	0,00	0	0,00	14	40,0	21	60,0
X1.2	0	0,00	0	0,00	5	14,3	16	45,7	14	40,0
X1.3	0	0,00	0	0,00	0	0,00	12	34,3	23	65,7
X1.4	0	0,00	0	0,00	0	0,00	9	25,7	26	74,3
X1.5	0	0,00	0	0,00	0	0,00	25	71,4	10	28,6
X1.6	0	0,00	0	0,00	0	0,00	18	51,5	17	48,5
X1.7	0	0,00	0	0,00	0	0,00	17	48,5	18	51,5
X1.8	0	0,00	0	0,00	0	0,00	30	85,7	5	14,3
X1.9	0	0,00	0	0,00	0	0,00	19	54,3	16	45,7
X1.10	0	0,00	0	0,00	0	0,00	14	40,0	21	60,00

Source: Data processed with SPSS 23,2024

The number of respondents who agreed with this variable was higher than other categories. Category S (Agree) has the highest frequency in any indicator. The majority of respondents expressed strong approval in this category, with the highest percentage compared to other categories. In terms of frequency and percentage, the general pattern showed that the majority of respondents tended to favor more strongly (S and SS) than to disagree (STS and TS) in terms of observed characteristic variables.

Table 2. Descriptive Statistical Test of Job Placement Variables (X2)

Indicators	STS		TS		N		S		SS	
	N	%	N	%	N	%	N	%	N	%
X2.1	0	0,00	5	14,3	2	5,7	12	34,3,	16	45,7
X2.2	3	8,6	2	5,7	2	5,7	16	45,7	12	34,3
X2.3	1	2,8	4	11,5	2	5,7	12	34,3	16	45,7
X2.4	0	0,00	4	11,5	5	14,3	10	28,5	16	45,7
X2.5	0	0,00	0	0,00	5	14,3	11	31,4	19	54,3
X2.6	0	0,00	0	0,00	3	8,6	16	45,7	16	45,7
X2.7	0	0,00	0	0,00	0	0,00	15	42,8	20	57,2
X2.8	0	0,00	0	0,00	0	0,00	16	45,7	19	54,3
X2.9	0	0,00	0	0,00	0	0,00	17	48,5	18	51,5
X2.10	0	0,00	0	0,00	0	0,00	14	40,0	21	60,00

Source: Data processed with SPSS 23,2024

Table 2 above shows the frequency distribution of the work placement variables in several categories measured. The SS (Strongly Agree) category has the highest frequency in most indicators, with the highest percentage compared to other categories. Overall, the frequency distribution pattern showed a tendency of the majority of respondents towards a higher level of approval (S and SS) than a level of disapproval (STS and TS) in the job placement variables measured. This indicates a positive trend in the response to the job placement variable.

Table 3. Descriptive Statistical Test of Employee Performance Variables (Y)

Indicators	STS		TS		N		S		SS	
	N	%	N	%	N	%	N	%	N	%
Y.1	0	0,00	2	5,7	4	11,5	13	37,1	16	45,7
Y.2	0	0,00	2	5,7	5	14,3	14	34,3	14	40,0
Y.3	0	0,00	2	5,7	4	11,5	8	22,8	17	48,5
Y.4	0	0,00	1	2,8	3	8,6	16	45,7	15	42,9
Y.5	0	0,00	0	0,00	3	8,6	15	42,8	17	48,5
Y.6	0	0,00	0	0,00	0	0,00	21	60,0	14	40,0
Y.7	0	0,00	0	0,00	0	0,00	16	45,7	19	54,3
Y.8	0	0,00	0	0,00	0	0,00	17	48,5	18	51,5
Y.9	0	0,00	0	0,00	0	0,00	19	54,3	16	45,7
Y.10	0	0,00	0	0,00	0	0,00	25	71,5	10	28,5

In table 3 above, it can be seen how respondents respond to various indicators related to performance. Category S (Agree) shows a significant increase in percentage on several performance indicators. The majority of respondents showed a stronger level of approval than before. Meanwhile, the SS (Strongly Agree) category has the highest frequency on several indicators. This shows a large majority of respondents expressed strong agreement with the performance indicators measured. Overall, the frequency distribution pattern showed a tendency for the majority of respondents to tend to a higher level of approval (S and SS) than a level of disapproval (STS and TS) in the observed performance variables. This can indicate a positive or at least neutral response to the aspect of performance being measured.

4.2 Validity Test Results

The results obtained from distributing questionnaires to 35 respondents who are employees of the finance department of the Lampung Provincial Highway and Construction Office.

Table 4. Validity Test Results

Variable	Items	Calculate	Table	Information
Job Characteristics	X1.1	0,505	0,3338	valid
	X1.2	0,498	0,3338	valid
	X1.3	0,631	0,3338	valid
	X1.4	0,690	0,3338	valid
	X1.5	0,785	0,3338	valid
	X1.6	0,442	0,3338	valid
	X1.7	0,690	0,3338	valid
	X1.8	0,785	0,3338	valid
	X1.9	0,479	0,3338	valid
	X1.10	0,365	0,3338	valid

Work Placement	X2.1	0,702	0,3338	valid
	X2.2	0,415	0,3338	valid
	X2.3	0,508	0,3338	valid
	X2.4	0,371	0,3338	valid
	X2.5	0,365	0,3338	valid
	X2.6	0,521	0,3338	valid
	X2.7	0,612	0,3338	valid
	X2.8	0,702	0,3338	valid
	X2.9	0,709	0,3338	valid
	X2.10	0,666	0,3338	valid
Employee performance	Y1	0,597	0,3338	valid
	Y2	0,439	0,3338	valid
	Y3	0,507	0,3338	valid
	Y4	0,572	0,3338	valid
	Y5	0,561	0,3338	valid
	Y6	0,483	0,3338	valid
	Y7	0,531	0,3338	valid
	Y8	0,437	0,3338	valid
	Y9	0,754	0,3338	valid
	Y10	0,549	0,3338	valid

Table 4. above shows a table with an alpha of 0.05 and (df = n-2 = 35-2 = 33) gives a table value of 0.338. The results of the correlation validity test of each statement show rcalculation> rtable, so it can be concluded that all statements are declared valid.

4.3 Reliability Test

A questionnaire is said to be reliable if the value of Cronbach's Alpha (α) is greater than 0.6 (>0.6). The results of the reliability test in this study are:

Table 5. Reliability Test

Variable	Cronbach's alpha	Criterion	Information
X1	0,781	0,60	Reliable
X2	0,731	0,60	Reliable
Y	0,728	0,60	Reliable

Source: processed data SPSS 23

Table 5. above shows the Cronbach's alpha value of the variable greater than the criterion, which is 0.60. Based on the value of Cronbach's alpha as the result of the reliability test, it can be concluded that each variable meets the reliability requirements.

4.4 Multiple Linear Regression Analysis

To assess the influence of variables such as customer value (X1), product variety (X2), and customer satisfaction (Y).

Table 6. Multiple Linear Regression

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std.Error	Beta		
(constant)	.701	2.518		.278	.782
Characteristics (x1)	.475	.055	.548	8.671	.000
Placement (x2)	.516	.060	.546	8.644	.000

a. Dependent Variable: Y

Source: SPSS 23 Data Processing Results

In table 6 above, the regression equation model obtained is as follows:

$$Y = 0.701 + 0.475X_1 + 0.516X_2 + e$$

It shows that 0.701 is a constant value that if the variables of job characteristics and job placement are considered constant, the employee performance variable increases. The job characteristics (X1) get a coefficient value of 0.278 which means that if the other independent variables have a fixed value, and the job characteristics (X1) increase by one unit, the performance of employees (Y) also increases by 0.475. Work performance (X2) gets a coefficient value of 0.516 which means that if other variables have a fixed value, and work placement (X2) increases by one unit, then employee performance (Y) increases by 0.516. So it can be concluded that every variable of job characteristics and job placement that increases, employee performance also increases.

4.5 Test T

Table 7. Test T

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std.Error	Beta		
(constant)	.701	2.518		.278	.782
Characteristic	.475	.055	.548	8.671	.000
Placement	.516	.060	.546	8.644	.000

Source: results of processed data from SPSS in 23

From the calculation results in the table above. Two conclusions were reached, namely:

1) The Effect of Job Characteristics on Employee Performance

The influence of Job Characteristics on Employee Performance shows that the value of $T_{cal} > T_{table}$ is $8,671 > 1,690$, and the significant value of the research is $0.00 < 0.05$, so that H1 can be accepted. This means that Job Characteristics (X1) have a significant effect on Employee Performance (Y) partially.

2) The Effect of Job Placement on Employee Performance

The effect of Job Placement on Employee Performance shows the value of $T_{cal} > T_{table}$ which is $8,644 > 1,690$. This means that Employee Placement (X2) has a significant effect on Employee Performance (Y) partially.

4.6 F Test

Table 8. F Test

ANOVA ^a					
Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	409.970	2	204.985	153.356	.000b
Residual	42.773	32	1.337		
Total	452.743	34			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Based on Table 7 above, it shows the simultaneous significance value of the influence of X1 and X2 on Y, which is $0.000 < 0.05$. The $F_{cal} > F_{table}$ value is $153,356 > 3.28$, so H3 is acceptable. This means that the characteristics of employment and work placement

have a significant effect on employee performance simultaneously, therefore independent variables are said to be feasible to explain dependent variables.

4.7 Determination Coefficient Test Results (R²)

R Square is used to determine the relationship between variables, or used to measure how much variation occurs in Employee Performance variables can be explained simultaneously by independent variables that affect Employee Performance.

Table 9. Determination Coefficient Test Results (R²)

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.952a	.906	.900	1.156

Predictors: (Constant), X₂, X₁

Based on the results of R Square table 9. It can be seen that the R Square value is .906, which means that the R Square value has a result of 90.6%. Performance was influenced by characteristics and placement, while 9.4% was influenced by other variables that were not included in the research variables.

4.8 Discussion

1) The Influence of Job Characteristics on Employee Performance

The results of the study show that the characteristics of the job partially have a positive effect on employee performance. This can be seen from the analysis of multiple linear regression through a positive t-test with a tcal value of 8.671 with sig. 0.000. Based on these results, it can be concluded that Hypothesis 1 (one) in this study is proven and acceptable. The positive direction shows that every time there is an increase in work characteristics by the Lampung Provincial BMBK Office, it will cause an increase in the performance of concurrent employees by 0.475 units. In other words, when the characteristics of the job make the employee's performance improve. The results of this study are in line with the results of previous research, namely according to the research of Andi Fadel Muhammad (2017) which stated that job characteristics have a positive and significant effect on employee performance at the Kendari City Licensing Office. The results of this study are in accordance with the purpose of the study, which is to determine the influence of work characteristics on employee performance at the Lampung Provincial Highway and Construction Service has been carried out. And has solved the problem that exists in the identification of the problem, namely that employees do not have expertise and skills in carrying out their work, so that the influence of partial work characteristics on employee performance at the Lampung Provincial Highway and Construction Service has been answered.

2) The Effect of Placement on Employee Performance

Based on the results of the study, the tcal value for the placement variable was obtained of 8.644 which is greater than the table of 1,690 or the value of the sig 0.000 is smaller than the significant value of 0.05. Thus, partially, the placement variable has a positive and significant effect on the performance of employees of the Lampung Provincial BMBK Office. The results of the questionnaire in statement 1 (My educational background is in accordance with my work placement) showed that 21.5% stated that they did not agree and 8.41% disagreed, this means that in terms of placing employees who have not paid attention to the educational background of the employee so that it

clearly affects the understanding of the complexity of the work charged, 17.76% also stated that they disagreed. By looking at the results of the study clearly, the placement of employees will affect the performance of the employees. So the focus of the Lampung Provincial BMBK Office is to analyze the placement of employees in certain fields based on employee placement indicators so that employees can be maximal and effective in their work. The results of this study support the previous research which stated that partially employee placement has a positive and significant effect on employee performance (Siahaan, et al., 2016) (Runtunuwu, et al., 2015) (Anita, et al., 2013) (Raju & Banerjee, 2017).

3) The Influence of Job Characteristics and Job Placement on Employee Performance

Based on the results of the H3 hypothesis test, the variables of Job Characteristics and Job Performance have a positive and significant effect simultaneously on Employee Performance as evidenced by the value of F_{cal} of 153,356 > F_{table} 3.28 and the significant values of X1 and X2 to Y, which are $0.000 < 0.05$. From these results, it was concluded that the hypothesis was acceptable, which means that there was a positive and significant influence on the variables of Job Characteristics and Job Placement simultaneously on Employee Performance.

5. Conclusion

Based on the results of a study conducted by the researcher with the title "The effect of work characteristics and placement on performance at the Lampung Provincial Highway and Construction Development Office", it can be concluded that characteristics and placement have a positive and significant effect on performance in a competitive manner, while simultaneously or jointly characteristics and placement have a positive and significant effect, characteristic variables and placement provided a combination or simultaneous variation on performance of 90.6% while 9.4% was influenced by other variables that were not included in the research variable

Based on the conclusion of the study results, then both for practical purposes and for the benefit of further studies, the following suggestions are submitted; It is recommended to employees to maintain the work spirit they have, especially in carrying out their duties with responsibility, namely by completing their tasks from start to finish, it is also recommended to agencies to pay more attention to work competencies in accordance with or at least with employee knowledge by providing training and orientation to introduce the new job. Further research is expected to support a better research model with a stronger theory, and further researchers are advised to increase comprehensive and relevant research references.

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